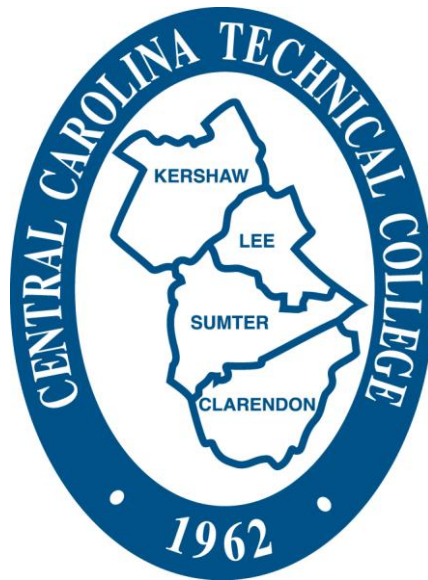


Central Carolina Technical College

2012-2013

Annual Effectiveness Report



Publication Date: October 2013

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INTRODUCTION

Planning for Institutional Effectiveness at Central Carolina Technical College

Central Carolina Technical College engages in ongoing, integrated, and institution wide research-based planning and evaluation processes. The elements of Central Carolina Technical College's planning processes incorporate a systematic review of the institution's mission, goals, and outcomes resulting in continuous improvement in the institution's quality. The results of these two processes help the institution determine if it is accomplishing its mission. Planning for institutional effectiveness involves two processes: 1) annual planning and 2) strategic long-term planning. Both employ assessment for continuous improvement as a parallel process to planning. The College involves multiple stakeholders in its collaborative planning process and maintains a focus on its mission in planning for institutional effectiveness.

It is the responsibility of the Executive Leadership Team (ELT) to provide leadership in established procedures to ensure comprehensive and integrated planning and budgeting processes throughout the institution. The procedures employed are designed to empower the organizational units to plan, evaluate, and continuously improve student learning, teaching, and support services through the identification of expected outcomes.

CCTC Mission Statement

Central Carolina Technical College is a comprehensive, public, two-year institution of higher education dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities. These are designed to develop the foundation for personal growth, economic development, and an improved quality of life through multiple learning environments including traditional and electronic instructional methods.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College annually serves over 6,000 credit students and 1,400 continuing education students through traditional and non-traditional formats in multiple learning environments including online, electronic, and distance learning. (Revision approved by the Central Carolina Technical College Area Commission on January 17, 2013, and the South Carolina Commission on Higher Education on January 30, 2013.)

Institutional Effectiveness Review of Accomplishments of the 2012-2013 College Goals

Central Carolina Technical College reviews the previous year's plans of action at all levels throughout the institution as a basis for the formulation of the upcoming year's plan of action. Results are identified and their use for improvement is identified to serve as the basis for the next year's plan for the respective areas of the College. This creates an integrated and comprehensive review of the Annual College Goals and supporting plans of action. While the specific detail level of accomplishments is recorded at the division and departmental level, the College accomplished many major objectives during the 2012-2013 year. The following accomplishments for each goal provide evidence of the qualifications and experience of the professionals at Central Carolina Technical College to accomplish the work of the College. Their experience spans public education, private sector experience, community involvement, academic preparation, and experience in leadership and management to support the Mission of the College.

CCTC 2012-2013 ANNUAL GOALS WITH ACCOMPLISHMENTS

July 1, 2012 through June 30, 2013

Annual Goals Aligned with the 2010-2015 Strategic Plan

1. Support teaching and learning in a technology-based environment with strategies to engage students from broad and diverse backgrounds and integrate workplace readiness into the curriculum to support student success. (Reference Strategic Plan 4B)

Measure: Implement best practices for faculty and staff for effective student engagement among diverse populations; implement technology strategies to support learning; and integrate workplace readiness in the curriculum.

Results/Accomplishments:

- Offered 73 PDP sessions in support of the College's teaching and learning technology-based environment
- Conducted academic advisory committee meetings with input received on workplace needs and curriculum development in October 2012
- Supported the teaching and learning environment with a comprehensive adjunct faculty training program and new employee orientation
- 95 industry certifications were earned by Information Technology students
- Best Classroom Practices shared at May 2013 faculty meeting
- CCTC faculty member recognized as the 2013 SC Governor's Professor of the Year for two-year institutions
- Implemented Laptop and iPad Lending Programs to improve technology skills of students in special programs
- Implemented the *Career Success Program Certificate* in conjunction with specific academic programs; awarded 20 certificates to students
- Conducted 28 classroom presentations on workplace readiness skills

2. Maintain strong working partnerships with the secondary (K-12) school systems in the areas of dual enrollment, college readiness, and the scholars program. (Reference Strategic Plan 2D)

Measure: Offer dual enrollment courses in area high schools to at least 400 students; implement the college readiness program in the PBI grant and offer to 10 high schools; and begin implementation of the scholars program for area high schools in Kershaw, Lee, and Clarendon counties.

Results/Accomplishments:

- Offered 58 dual enrollment courses in area high schools to 431 unduplicated students
 - Reviewed the management and organizational structure for the dual enrollment program to determine resources required to effectively manage the program
 - Established the Secondary Programs Advisory Committee with representatives from all secondary school districts in the College's service area
 - Implemented the College Readiness Program in the PBI grant to 325 students at 9 high schools and administered the placement test to 1,470 high school students
 - Continued implementation of the Scholars Program for area high schools with dissemination of information at meetings held in Clarendon County and Lee County in October
 - Provided improved communication and training to disability services high school staff to ensure easier transition to college for students who need Disability Services
 - Hosted the annual Counselor's Breakfast to disseminate College information to secondary school counselors
 - Hosted a two-day Come See Me Open House event to showcase the College to 264 high school students
 - Partnered with Clarendon County Development Board to sponsor an Educator's Tour to provide information to area high school counselors on workforce and training needs
3. Support graduation and program completion with a goal of 700 graduates for the College by June 30, 2012, as adjusted for federal program gainful employment regulations. (Reference Strategic Plan 5G)

Measure: The number of graduates for July 1, 2011, through June 30, 2012, will be 700.

Results/Accomplishments:

- The number of students who graduated between July 1, 2011, through June 30, 2012, was 859 graduates
- Implemented procedures to manage the Student Progress Plans to support program completion and financial aid eligibility
- Earned a placement rate of 92% reported in June 2013
- Earned a graduation rate of 18.2% reported in July 2013
- Earned a success rate of 36.9% reported in July 2013

4. Increase the College's opening enrollment by 3% by Fall 2012 to serve the educational and training needs of the College's service area. (Reference Strategic Plan 7A)

Measure: The College's opening enrollment will be 4,635 by Fall 2012.

Results/Accomplishments:

- **Opening Fall 2012 enrollment was 4,577 students compared to 4,522 students in Fall of 2011**
 - **Efficiency measures were implemented to focus on effective scheduling of course sections to meet student needs throughout campus**
 - **Implemented a focused approach to the enrollment management of off-site locations to maximize the potential for reaching the citizens in the service area**
 - **Implemented an automated call campaign for pending applicants**
5. Deliver quality programs and services through utilization of a comprehensive data management system to support student learning, academic excellence, student support services, and administrative efficiency and evaluation for strategic planning and accreditation compliance. (Reference Strategic Plan 4 A, B, C)

Measure: Establish a data repository and distribute data to units for decision making and use in the College planning and accreditation processes.

Results/Accomplishments:

- **Learning outcomes were measured in academic programs and data compiled to determine student success in assessed areas**
 - **Library staff evaluated learning resources at offsite locations to support accessibility**
 - **Fully implemented Degree Works advisement tool to track student progress toward program completion**
 - **Data repository established and procedures for utilization developed for data access**
 - **Data gathering, analysis, access, and utilization procedures established and communicated to College faculty and staff**
 - **Data provided for accreditation, US DOE reporting, grant compilation, and state agency requirements by Office of Research and Institutional Effectiveness**
 - **Implemented administrative unit review process to assess effectiveness of administrative units and completed 7 unit reviews**
 - **Implemented evaluation of student support services and developed tracking of comprehensive student support services data to utilize in planning, continuous improvement, and reporting compliance with US DOE**
 - **Outcomes were established for administrative units to support the teaching and learning environment with assessments conducted on selected outcomes for 2012-2013**
6. Implement new programs of study to support the College's mission of preparing graduates for the workforce. (Reference Strategic Plan 4F)

Measure: Implement at least one new program of study for the 2012-2013 year.

Results/Accomplishments:

- **A new program of study for 2012-2013 was offered in Advanced CNC**

- Exploration of new programs for possible development during the 2013-2014 year in the areas of Certified Nursing Assistant, Phlebotomy, Cardiac Care Monitoring Technician, and Sterile Processing certificates
 - Entered into a collaborative partnership with Orangeburg-Calhoun Technical College to provide designated openings for CCTC students in the Physical Therapy Assistant program at Orangeburg-Calhoun Technical College
7. Maintain collaborative partnerships through workforce development initiatives, programs, and services to support economic development. (Reference Strategic Plan 1B)
Measure: Provide training to participants for workforce development and collaborate with Ready SC personnel to offer training for new businesses.

Results/Accomplishments:

- Workforce training for Continental Tire the Americas was initiated at two campus locations serving approximately 240 students
 - College administration participated in the recruitment of business and industry through local economic development boards and agencies
 - College administration worked collaboratively with state and local agencies to develop funding resources for the expansion of facilities for Industrial and Advanced Manufacturing Technology programs
 - 1,996 participants were provided training by the Workforce Development Division of the College
 - Expanded apprenticeships at 4 businesses for a total of 23 registered apprenticeships
 - Submitted 12 grant proposals for 2012-2013 to support the College's Mission
 - Received \$645,250 in external funding from grants and business partnerships through Black River Electric Cooperative, Wells Fargo, Duke Energy Progress, Duke Energy Foundation and Clemson University Center for Workforce Development Foundation, SC Department of Health and Environmental Control, and Round II of the Trade Adjustment Act
8. Expand student life programs, events, and services to increase student life experiences and opportunities for students. (Reference Strategic Plan 5C)
Measure: Increase the number of student organizations by two during the 2012-2013 year and increase the number of events offered by five student activities.

Results/Accomplishments:

- The number of student organizations increased by 2 for a total of 10 organizations for the 2012-2013 year which represented a 25% increase
- The number of events offered for students increased by 18 activities for a total of 67 events for 2012-2013
- Submitted grant proposal for CCTC veteran population and developed a subsequent plan for a modified approach for a Veterans' Resource Center on Main Campus
- Explored the implementation of a Student Government Association
- Launched the Alumni Partnership for CCTC graduates with an ending membership of 96 alumni at the end of the first year

- **Recognized two Distinguished Alumni at the 2013 CCTC Graduation ceremonies**
 - **Revised the approach to providing tutoring services to students to include development of Teacher Assistants, tutored labs, and specialized workshops; tutoring services were used by 1,766 students in Fall 2012 and 2,069 in Spring 2013**
9. Increase awareness of county governments of the role of the College in the higher education community and economic development impact. (Reference Strategic Plan 1B and 7B)
- Measure: Meet with county government officials annually to review the role of the College.**
- Results/Accomplishments:**
- **Meetings were held with local county government officials in February 2013 for Sumter County, in May 2013 for Clarendon County, and in February and March 2013 for Kershaw County**
 - **Hosted the Legislative Breakfast held at the College on December 12, 2012, with the Sumter Chamber of Commerce**
 - **Meetings were held with the Sumter Industrial Association to communicate the needs of the College relative to training and workforce needs**
10. Begin Quality Enhancement Plan (QEP) research phase and continue implementation of the Compliance Certification process. (Reference Strategic Plan 7 J,K)
- Measure: Appoint the QEP Research Team and implement the technology-based compliance certification process.**
- Results/Accomplishments:**
- **QEP Research Topic Team appointed and research of potential topics identified 8 general content areas for further exploration and consideration**
 - **Appointed a QEP Student Team to identify content areas for the QEP topic**
 - **Implemented technology-based management software system management of the Compliance Certification process with establishment of data repository, schedule for completion of reports, and identification of gaps in compliance**
11. Explore relocation of programs to additional physical facilities to support effective delivery of programs of study and training. (Reference Strategic Plan 4E)
- Measure: Relocate programs of study and appropriately equip, renovate, and manage facilities for selected programs of study.**
- Results/Accomplishments:**
- **Completed the renovation of the Legal Studies Center for the relocation of the Paralegal and Criminal Justice Technology programs**
 - **Planning for the relocation of the Mechatronics Technology program for 2014 to the Advanced Manufacturing Technology Training Center**
 - **Utilized Shaw Center and the F. E. DuBose Center for Continental Tire the Americas and ReadySC training needs**
12. Increase average faculty and staff salaries in order to remain competitive within the SC Technical College System and continue to attract and retain appropriately credentialed, diverse, and talented faculty and staff. (Reference Strategic Plan 6D)
- Measure: Increase average faculty and staff salaries.**

Results/Accomplishments:

- **Increased faculty and staff salaries by 3% in July 2012 for FY 13**
- **Reviewed selected positions for competitiveness and made adjustments where appropriate**

13. Increase the number of collaborative partnerships to facilitate student transition into higher education and bridge programs. (Reference Strategic Plan 3B)

Measure: Facilitate at least one new higher education partnership for students.

Results/Accomplishments:

- **Initiated two collaborative partnerships with Columbia College and the University of Maryland**

14. Develop a comprehensive Retention Plan to positively affect fall-to-fall student retention and to support student success through program completion. (Reference Strategic Plan 5H)

Measure: Formulate a College Retention Plan with the overall objective of increasing the fall- to-fall retention rate.

Results/Accomplishments:

- **Implemented strategies for retention through the PBI Intervention Team**
- **Coordinated retention efforts through various activities including PBI Competitive Grant, PBI Formula Grant, and TAA Grant**

Areas of Focus Identified for 2013-2014

While the roster of accomplishments is broad and represents the realization of many objectives, the Executive Leadership Team (ELT) recognized there were areas for further development within the institution to provide for continuous improvement. Some general content areas for focus in the 2013-2014 year were identified during several ELT ongoing reviews and assessment sessions and served as the foundation for the identification of the 2013-2014 Annual Goals:

- Continued focus on the assessment of student learning outcomes
- Effective management of the physical facilities to better accomplish the College's mission and continued implementation of the Master Plan
- Expanded collaborative working relationships with the secondary (K-12) school system with emphasis on dual enrollment expansion
- Delivery of distance education courses and programs with greater integration of services
- Increasing the number of graduates and program completions
- Increase student enrollment
- Expansion of program offerings and relevant curricula
- Increasing the number of business and industry services provided by the Workforce Development Division
- Increased collaboration between Student Affairs and Academic Affairs
- Expansion of student life programs and services
- Increased awareness of county governments of the role of the College in economic development in the service area
- Identification of grant opportunities and submission of grant proposals
- Continued implementation of cohesive planning for institutional effectiveness and support of regional accreditation
- Utilization of physical facilities to program relocations to increase efficiency of program delivery with the opening of the Legal Studies Center and renovation of the Advanced Manufacturing Technology Training Center
- Implementation of a pilot program to address retention issues
- Identification of the QEP topic for the 2015 reaffirmation process

SWOT ANALYSIS

During August 2013, the Executive Leadership Team completed an internal Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as an activity to support several ongoing grant projects and as a component of the completion of the Baldrige Report that is submitted to the State of South Carolina. This SWOT also served as a point of reference in ensuring that the ELT engaged in ongoing assessment of the institution in a rapidly changing environment. The following table represents the findings of this SWOT analysis. This information will be used in the ongoing evaluation of the College's annual goals, strategic plan, and overall progress toward accomplishing its Mission during the 2013-2014 year.

2013 Strategic Planning SWOT Analysis Chart
Consensus of Internal and External Focus Groups
For the Central Carolina Technical College 2010-2015 Strategic Plan of Action

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Accessibility at Off-Site Locations with Expanded Programs and Services	Need for Greater Collaboration with Secondary School Sector	Collaborating with External Agencies for Increased Effectiveness	Decreased State Funding and Volatility of Economy
Quality Customer Service and User-Friendliness of Faculty and Staff	Marketing/Technical College Image	Improving Overall Image and Marketing and Services	Competition for Resources and Funding Among Higher Education Community
Leadership Capacity of Administration, Faculty, and Staff	Physical Limitations of Main Campus (Land-locked, insufficient space)	Expanding Outreach Opportunities in Kershaw County	Lack of Financial Resources for Competitive Faculty/Staff Salaries
Faculty/Staff Expertise in Content Areas	Lower Than Desired Graduation Rate as a result of Low Retention of Students Through Program Completion	Increased Distance Education Programs and Courses for Improved Accessibility	Failure to Change in Response to Globalization and Workplace Changes
Affordability for Students	Level of Technology and Equipment for Industrial and Engineering Technology Programs	Expanding Use of Internal Technology for all Users	Continued Stigma of Negative Image of Technical Education
Improved Reputation and Recognition of Contributions to Workforce Development	Need for Increased Faculty and Staff to Accommodate Enrollment Growth	Expanding Workforce Development Training to Support Local Business and Industry	Reduced Overall Effectiveness Due to Sparse Resources
Financially Sound Position	Lack of Expertise Among Faculty and Staff to Adequately Engage the High-Risk, Millennium,	Addressing Globalization and Rapid Workplace Changes Through New Curricula	Lack of Academic Preparation of Entering Students

	and Veteran Student		
Good Working Relationship with K-12 Partners	Lack of Funding for the Expansion of the Kershaw Campus	Expand Dual Enrollment and Secondary Partnerships Through the Lee Scholars, Clarendon Scholars, and Kershaw Scholars Programs	Continued Digital Divide for Some Entering Students as Technology Expands
Integrated Process for Planning and Assessment of Learning	Decreasing Enrollment at the Lee County Campus	Expand Bridge and Transfer Programs to Support Student Transfer Opportunities	Poor economy in some of our service area counties which will decrease the number of jobs for graduates
State-of-the-Art Technology and Resources	Lack of Student Engagement with Academic and Student Support Services	Support for the Expanding Military Environment with Third Army Relocation to Service Area	High-Risk, Low-Income, First-Generation Students Without a Plan for College Education
Increased Role in Industry Recruitment	Less than Optimum Full-time Faculty in Some Programs	Grant Development Staff Position to Address Gaps	Increasing Tuition and Fees for Students
Active and Engaged Advisory Committees	Continued High Numbers of Students Requiring Academic Remediation	Development of the Alumni Partnership to Engage Alumni	Some Aging Facilities and Increased Cost of Maintenance
Increased awareness of legislative partners of the College's role in the vitality in economic development	Lack of Adequate Funding from Sumter County to Support Facilities (i.e. AMTTC, Legal Studies, and Health Sciences Center)	Development of a QEP to Address an Institutional Need	Increased Resource Allocation for US DOE Reporting Requirements
	Limited staff to support increasing dual enrollment requests in four counties	Renovation of the Advanced Manufacturing Technology Training Center to Serve the Industrial and Engineering Program Needs	Changing Communication Styles of Student Population and Failure to Connect with Students through Programs and Services

President's Office 2012-2013 Annual Effectiveness Report

Purpose/Mission: The President's Office will provide executive leadership to accomplish the College's Mission.

Goal No. 1

1. Provide leadership to the Executive Leadership Team in the implementation of the College's planning process for programs, services, and facilities supporting continuous improvement.

Expected Outcome for Goal No. 1

- 1.1 The College will implement sound strategies for providing new programs of study, expanding student services, and identifying resources for maximum utilization of facilities.

Supports College Strategic Goal: 4--Resources

Supports College Annual Goal: 4, 5, 8, and 12

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Collaborate with and coordinate supporting activities of ELT to develop strategies for development of programs of study, training opportunities, student services, and facilities utilization.	<p>Conducted weekly ELT meetings with information exchanged among and between the institutional officers; new program of study ideas discussed; training opportunities with business and industry reviewed; reviewed student services, programs, and activities for relevancy; and facilities' needs, utilization, and gaps discussed and strategies developed to address issues</p> <p>Documentation: Divisional plans of action and annual effectiveness reports reflect the work of each major division at the College in each of these areas within the</p>	New programs of study were considered for implementation including curricula revision; training opportunities identified with integration of student support services, planning, and facilities integration. For 2013-2014 several potential programs of study have been identified in Health Sciences and Industrial and include Certified Nursing Assistant, Phlebotomy, Cardiac Care Monitoring Technician Community Pharmacy Technician, Sterile Processing, and Injection Molding

	organization	
2. Monitor progress of College's annual goals and progress toward implementation of 2010-2015 Strategic Plan.	<p>Conducted two sessions to review the progress of the 2012-2013 CCTC Annual Goals and the 2010-2015 Strategic Plan; specific progress and data were provided for each annual goal and for each major area of the Strategic Plan</p> <p>Documentation: 2012-2013 CCTC Annual Goals Report and 2012-2013 CCTC Strategic Plan Accomplishments Report</p>	The results from the progress of the 2012-2013 CCTC Annual Goals were used in the development of the 2013-2014 CCTC Annual Goals during the ELT's Annual Retreat held on January 29, 2013; the progress of the 2010-2015 Strategic Plan was used to determine actions to be taken to complete the work outlined in this plan during the 2013-2014 academic year.

Goal No. 2

2. Facilitate ongoing communication with external partners to increase the awareness of the role of the College in providing postsecondary educational opportunities.

Expected Outcome for Goal No. 2

- 2.1 The College will increase its communication and services to students and partners in business and industry and to the secondary school systems to promote and expand its educational opportunities in the service area.

Supports College Strategic Goal: 1—Workforce Development

Supports College Annual Goal: 3, 6, and 7

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Communicate with potential business and industry prospects through economic development agencies to support industry recruitment.	Communicated with representatives of Continental Tire, the Americas; Becton-Dickinson; Georgia Pacific; SC Manufacturers' Alliance; Eaton Corporation; Sumter Packaging; Caterpillar; Spirit Pharmaceuticals; EMS-Chemie; and the SC Chamber	Training needs communicated from company representatives are provided to the Academic Affairs and Workforce Development Divisions for training program development

	of Commerce to support industry expansion and recruitment	
2. Support efforts to increase the number of graduates of programs of study to increase the number of workplace ready employees for business and industry.	Supported efforts of the Academic Affairs and Student Affairs Divisions to support program completion; 859 graduates completed their programs of study between July 1, 2011, and June 30, 2012 Documentation: Graduate and Completions Report	Continue to provide programs and services that support program completion and workplace readiness; interact with advisory committee members and members of the business and industry community to ascertain training needs
3. Formulate plans for secondary partners for scholarships and pathways for transition into the College to increase the college going rate among high school seniors in the College's service area through dual enrollment and funding opportunities.	Met with secondary school superintendents and counselors to communicate programs and services available through CCTC; 431 secondary students served through dual enrollment program at 14 participating high schools; 13.6% of the area's high school graduates enrolled at CCTC in the Fall of 2012; participated in the Lee County Work Ready Communities Taskforce which included secondary partners Documentation: Dual Enrollment Records, Secondary School Admissions Report	Continue to identify venues for collaboration with secondary partners; market the College's programs and services to secondary students; communicate with secondary school administrative personnel and counselors to seek partnership opportunities
4. Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the college in postsecondary education.	Supported and assisted in the development of marketing initiatives for the College to support the College's role in the service area to accomplish the institution's Mission Documentation: Marketing Plan and campaign information	Offer marketing initiatives that communicate the role of the College in supporting workforce development, transfer opportunities, and higher education options

Goal No. 3

3. Provide oversight leadership for academic programs and services to provide quality educational programs in support of student success and economic development in the College's service area.

Expected Outcome for Goal No. 3

3.1 The College will expand its academic programs and determine the effectiveness of existing programs of study to support student success and economic development initiatives for continuous improvement of academic programs and services

Supports College Strategic Goal: 4—Educating Students

Supports College Annual Goal: 1, 2, 5, 9, and 11

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Communicate business and industry needs for programs and training to Academic Affairs and Continuing Education personnel.	Provided updates to the ELT related to business and industry needs; facilitated communication between business and industry and the Academic Affairs Division and the Workforce Development Division personnel related to training and workforce needs	Continue to communicate with business and industry regarding needs for programs and services to support workforce and training needs
2. Support efforts to improve online learning opportunities and availability for students.	Facilitated expansion of Distance Education staff with an Instructional Technologist position in support of expanding online learning environment Documentation: Organizational Chart for Distance Education	Monitor the online environment to ensure programs and services are adequate to meet student needs
3. Support efforts to improve scheduling of courses between all CCTC locations for maximum accessibility	Collaborated with Academic Affairs and Student Affairs personnel to improve scheduling opportunities at outreach locations with	Evaluate effectiveness of course offerings at new locations to determine appropriate fit within course scheduling process

for students.	expansion at Lugoff-Elgin High School Annex, Shaw AFB, and Thomas Sumter Academy Documentation; Course Schedules for all Locations	
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Goal No. 4

4. Provide oversight leadership for student support programs and services that provide quality services for student success.

Expected Outcome for Goal No. 4

- 4.1 The College will provide comprehensive and appropriate student support programs and services for students regardless of location or mode of delivery

Supports College Strategic Goal: 5—Educating Students

Supports College Annual Goal: 4, 9, and 13

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Support the implementation of the Career Services Center to support students in their transition into the workplace through funding and appropriate organizational structure.	Maintained support of the Career Services Center to facilitate student placement and appropriate career services Documentation: Organizational Chart for Career Services Center and participant utilization records from PBI Grant	Career Services Center will be managed directly by the Career Services Director since the period of implementation has been completed
2. Support the expansion of personnel in the Student Services Division to meet the needs of outreach management.	Approved the additional Financial Aid Counselor to support more services to outreach and assisted in the evaluation of the functions of outreach locations to ensure accessibility and sufficient programs and services	Monitor and assess the needs of outreach locations for organizational efficiency

	Documentation: Organizational Chart for Student Affairs	
3. Collaborate with the Academic Affairs and Student Affairs Divisions to ensure systematic and focused scheduling of courses at outreach locations to meet the needs of students.	Supported Academic Affairs and Student Affairs initiatives to review, evaluate, and improve outreach scheduling Documentation: Course Schedules for Outreach Locations	Continue to monitor course enrollment at all outreach locations

Goal No. 5

5. Provide oversight leadership for programs and services for the College's noncredit programs.

Expected Outcome for Goal No. 5

- 5.1 The College will offer noncredit programs and services in an effective and efficient manner to serve the College's constituents.

Supports College Strategic Goal: 1—Workforce Development

Supports College Annual Goal: 7

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Collaborate with economic development agencies, ReadySC, and business and industry to provide training for the area's workforce.	Served as an active member of the economic development teams for the four-county service area to support training for the workforce, participated in the Sumter County Industrial Association, met with advisory committee members, attended Santee Lynches Regional Council of Governments Quarterly Economic Development forecast meetings, participated in SC Chamber of Commerce	Meet with economic development agencies, ReadySC, and other business and industry partners during the upcoming year

	Grassroots Legislative planning session to determine issues of importance to the business community	
2. Determine optimum organizational structure to ensure effectiveness in noncredit programs.	Communicated with other technical colleges to research possible options for delivery of training through continuing education; met with SC Technical College System Office personnel to determine role of ReadySC in training for new and existing industries	Continue to evaluate organizational structure

Goal No. 6

6. Provide oversight leadership for services that provide quality physical, financial, and human resources.

Expected Outcome for Goal No. 6

- 6.1 The College will manage its physical, financial, and human resources in an effective and efficient manner.

Supports College Strategic Goal: 7--Resources

Supports College Annual Goal: 8 and 10

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Collaborate with ELT to develop annual budget addressing institutional needs.	Met with institutional officers at ELT Retreat in January 2013 to identify priorities, conduct a SWOT, and determine institutional initiatives for budgetary expenditures for FY 14 Documentation: FY 14 Budget	Monitor budget to determine alignment with projected revenue and expenses
2. Support budgeting strategies to increase faculty and staff salaries.	Determined that an increase in faculty and staff salaries would not be financially feasible in the FY 14 budget	Continue to evaluate faculty and staff salaries for competitiveness
3. Support grant	Collaborated with the Director	Identify appropriate grant

initiatives to expand physical, financial, and human resources.	of Advancement and Development to submit grant proposals through the EDA, Department of Labor, and Duke Energy Progress to support College programs and services Documentation: Grant Proposals for EDA, DOL, and Duke Energy	proposals for the College to support the institutional Mission
4. Evaluate progress of implementation of the College's Facility Master Plan.	Collaborated with the Vice President for Business Affairs to monitor progress of College's Facility Master Plan	Continue to evaluate physical resources to accomplish the Mission of the College
5. Explore potential facilities utilization for the Federal Building and Shaw Center.	Supported the renovation of the Federal Building as the Legal Studies Center through collaboration with the City of Sumter; supported the utilization of the Shaw Center for the Continental Tire employee training; and collaborated with the local and state government representatives to secure funding for the Advanced Manufacturing Technology Training Center Documentation: Course Schedule for new locations and architectural plans for AMTTC	Continue to evaluate physical resources to accomplish the Mission of the College

Goal No. 7

7. Provide oversight leadership for the management and utilization of data for decision making, accreditation, and planning purposes to accomplish the mission of the College.

Expected Outcome for Goal No. 7

- 7.1 The College will manage data in an effective manner to make sound decisions; manage the regional accreditation process to continuously improve the institution; and implement sound planning processes.

Supports College Strategic Goal: 7--Resources
 Supports College Annual Goal: 12, 14, and 15
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Support initiatives to compile, manage, and interpret data for sound decision making.	Requested, utilized, and shared data with appropriate audiences to support sound decision making; attended Santee Lynches Workforce Forecast meetings	Request and utilize data for sound decision making
2. Support compliance with regional accreditation standards.	Appointed the CCTC SACS Leadership Team; maintained communication with SACS Liaison regarding status of accreditation report; and served as a member of a SACS Offsite Team Documentation: Compliance Certification Report	Assess progress toward completion of Compliance Certification Report and address any identified gaps in compliance
3. Participate in the planning and assessment initiatives to support institutional planning for continuous improvement.	Formulated a plan of action for the President's Office, continued assessment of the accomplishment of the goals of the College's Annual Goals for 2012-2013, and reviewed status of the 2010-2015 Strategic Plan Documentation: 2012-2013 POA for President's Office; 2012-2013 CCTC Annual Goals; Accomplishments Report for 2010-2015 Strategic Plan	Formulate 2013-2014 CCTC Annual Goals, 2013-2014 POA for President's Office, and monitor the 2010-2015 Strategic Plan progress
4. Identify and support areas of collaboration with other partners for grant opportunities.	Collaborated with Florence-Darlington Technical College, Midlands Technical College, and Orangeburg-Calhoun Technical College, Duke Energy Progress, Tuomey Healthcare, Kershaw Health,	Continue to identify collaborative opportunities to seek funding to support the Mission of the College

	and National Healthcare Center for consortium grant projects Documentation: Grant Proposals	
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Goal No. 8

8. Provide oversight leadership for the College's Foundation to facilitate the effective use of resources to support the College's Mission.

Expected Outcome for Goal No. 8

- 8.1 The College will provide services through the CCTC Foundation to support the College's Mission.

Supports College Strategic Goal: 7--Resources

Supports College Annual Goal: N/A

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Communicate with the College's Foundation regarding institutional initiatives.	Attended CCTC Foundation meetings; provided reports to the Foundation; and maintained communication with the Foundation's Director and Board Documentation: Foundation Agenda and Minutes	Continue to communicate with the College's Foundation
2. Provide support for increasing and expanding initiatives for the College's Foundation in order to offer more services to students.	Participated in the CCTC Foundation activities such as the Golf Tournament, met with donors and potential donors from throughout the service area, and worked collaboratively with the Foundation Director to promote the College and Foundation to the public	Support the initiatives of Foundation

Goal No. 9

9. Provide effective communication with the College Area Commission to facilitate the accomplishment of the College's Mission, Strategic Plan, and Annual Goals to serve the citizens of the College's service area.

Expected Outcome for Goal No. 9

- 9.1 Communication will be maintained with the College's Area Commission to support the College's mission.

Supports College Strategic Goal: All 2010-2015 Strategic Plan Goals

Supports College Annual Goal: All 2011-2012 Annual Goals

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Maintain ongoing and consistent communication with Area Commission.	Met with the Area Commission on a bimonthly basis and provided reports at each meeting, and met with the Area Commission Chairman regarding College activities on an as needed basis Documentation: CCTC Commission Agenda and Meeting Minutes	Maintain an ongoing open communication with the CCTC Area Commission
2. Represent the College as the President.	Chaired the SC Technical College System President's Peer Group, participated in legislative activities to support the College, participated in strategic planning process for the SC Technical College System, participated in Kershaw County Economic Development strategic planning, attended and participated in community events, served on Committees, and represented the College as required throughout the year,	Represent the College as the President in all venues that support the Mission of the College

	<p>participated in SC Commission on Higher Education activities, met with USC system representatives regarding the Palmetto College concept</p> <p>Documentation: Meeting Minutes</p>	
<p>3. Monitor activities of the College to ensure alignment with the Strategic Plan, Annual Goals, and Mission.</p>	<p>Continued the assessment of the Annual Goals and Strategic Plan, and submitted the revised CCTC Mission Statement to the South Carolina Commission on Higher Education</p> <p>Documentation: CCTC Annual Goals, CCTC Strategic Plan, and Mission</p>	<p>Evaluate the work of the College's leadership to accomplish the Strategic Plan, Annual Goals, and Mission</p>

Academic Affairs 2012-2013 Annual Effectiveness Report (AER)

The mission of the Academics Division at Central Carolina Technical College is to change lives through education by providing academic programs that demonstrate integrity, excellence, and innovation.

Goal No. 1: Academic departments will implement best practices and innovative techniques to build a learning community conducive to student success.

Expected Outcome for Goal No. 1:

1. Five online and five face-to-face courses having less than 60% Success Rates at the end of the 201210 semester will complete plans to increase their success rate.
2. Each academic department will document at least 3 best practices in that department and share those practices with faculty other Academic Affairs departments.

Supports Strategic Goal: 4A, 4B, 5A, 5C, 5E, 5F, 7K

Supports CCTC Annual Goal: 1, 2, 14

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Five online and five face-to-face courses having less than 60% Success Rates will be targeted for additional electronic resources and monitored for improvement.	<p>B&PS Success data from fall 2012 was analyzed to identify courses with less than 60% success rates.</p> <p>SUPPORTING DOCUMENTS: Success Reports for Fall 2012</p> <p>Department chairs and program managers in the Business and Public Services Division identified at least one course per program to review for improvement.</p> <p>SUPPORTING DOCUMENTS: Business and Public Services Division Meeting Minutes 11-20-2012</p> <p>Gen Ed In progress thru 201220 -</p>	<p>ALL DIVISIONS Spring data will be compared to fall data and analyzed for improvements.</p> <p>Gen Ed Department Chairs continuing to monitor course success data to</p>

	Courses are BIO 100, MUS 105, MAT 102, & ENG 100	determine effect and/or additional changes needed.
Work with Information and Learning Technologies to identify optimum classroom technology that supports sound pedagogy and instructional design in both the traditional and distance courses.	<p>B&PS</p> <p>The Learning Spaces Community of Practice was established by Vicky Maloney with an organizational meeting on June 12, 2012. This team evolved from the Instructional Computing Team and has as its mission to create a vision for learning spaces with a focus on learning and engagement. Several vendors have provided demonstrations and the team continues to research classroom needs and available furnishings, designs, and technology.</p> <p>SUPPORTING DOCUMENTS: Learning Spaces Team Minutes, 6-12-2012 and 6-26-2012.</p> <p>HS</p> <p>Medical Assisting working with ILT to implement HP touch pad in MASG lab. Purchased 4 HP Elite touch pads.</p>	<p>B&PS</p> <p>This team is continuing to meet and to move forward on establishing prototypes of design and technology. The team will evaluate the effectiveness of classroom changes and use results for continuous improvements. Room M113 was redesigned for better use of space for instruction and student interaction. The changes will be evaluated starting Fall 2013.</p> <p>HS</p> <p>Will evaluate utilization in lab.</p>
Provide opportunities for students to achieve certifications and licensure.	<p>ALL DIVISIONS</p> <p>Over \$20,000 in Perkins funding was earmarked for student certifications. These include certification exams in the areas of Information Technology, Early Care and Education, and Industrial Technology.</p> <p>SUPPORTING DOCUMENTS: Certification Exam Summaries</p>	<p>ALL</p> <p>Results of the certification exams point to the strengths and weaknesses of program content. Results are analyzed and used to revise curriculum to meet industry and certification standards.</p>
Academic advisors will	ALL DIVISIONS	ALL

participate fully in the ACT student retention project using the early warning system for the 2012 cohort.	<p>Academic advisors were provided instructions on the ACT retention project during the Academic Management Team Meeting. Instructors provided progress reports on students in ACT cohort as requested.</p> <p>Gen Ed AA/AS advisors have reported no issues reporting on ACT students.</p>	<p>Continue to meet the objectives of the grant by providing this information. Review the process for inclusion in other cohort and/or college-wide.</p> <p>Gen Ed Continuing to support the ACT program to assist grant needs.</p>
Academic advisors will participate fully in the Financial Aid requirement to provide Student Progress Plans for students on FA warning status.	<p>B&PS Academic advisors were provided instructions on the completing the Student Progress Plan in DegreeWorks. SPPs were created as requested.</p> <p>Gen Ed AA/AS Advisors have had minimal questions regarding this procedure and are participating</p> <p>HS MRCO -SPP completed in Degreeworks</p> <p>IET I&ET Programs created progress plans for students with FA warning status in the 2012 Fall semester.</p>	<p>ALL Advisors continue to provide needed support to students seeking SPP for possible appeal.</p>
Provide opportunities for faculty to share “best practice” teaching methodologies.	<p>B&PS Formal and informal sharing of best practices was accomplished during departmental meetings, Fall Kick-Off and Faculty Meetings.</p> <p>HS Brent Jackson presented best practice teaching methodologies on May 15, 2012 at PDP/Faculty meeting.</p>	<p>ALL Increase the methods and frequency of opportunities for faculty to share best practices.</p>

Support K-12 partnerships to facilitate student transition into higher education.	<p>ALL Sixty nine dual enrolled courses were taught at area high schools and outreach locations.</p> <p>Completed negotiations with Thomas Sumter Academy to provide dual enrolled classes for Fall 2013.</p>	<p>ALL Continue to explore partnerships and opportunities to connect with high schools and provide formal methods of articulation.</p>
Provide input to the process of selecting the next QEP.	<p>ALL Faculty provided initial input during an open forum and an online survey. The QEP Topic Research Team is composed of representation from throughout the college and includes 7 faculty members, 2 deans, and other staff and administrators. Monthly meetings have been well attended and the selection of the next QEP topic is well underway.</p> <p>Gen Ed Ongoing process</p> <p>HS HS faculty member selected to serve on QEP committee</p>	<p>ALL Continue to support the QEP selection, planning, and development process and begin to identify resources to support the implementation in 2015.</p> <p>Gen Ed Several Gen Ed faculty contributed to the selection process for the college's QEP.</p> <p>HS Faculty to utilize a new teaching methodology</p>

Goal No. 2: Academic departments will implement strategies to promote professional growth, leadership, and collegiality among faculty and staff.

Expected Outcome For Goal 2:

1. All online instructors (fulltime and adjunct) will be online certified before teaching an online or hybrid course.
2. At least five faculty members will achieve a certification in their field of instruction.
3. All new faculty starting in Fall 2012 will successfully complete the New Faculty orientation.

Supports Strategic Goal: 6B, 6D, 6F
Supports CCTC Annual Goal: 1, 5

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Fulltime faculty will successfully complete all required College-sponsored professional development activities.	<p>ALI Faculty completed all mandatory training though via online courses including FERPA & ADA, Personnel Policies and Procedures, Safety and Security, and Information Security. Each course required successful completion of an assessment to validate comprehension. The courses appear on the transcript as proof of completion.</p> <p>B&PS Faculty in the Information Technology Department completed MTA Certification (3 exams) and A+ (2 parts).</p>	<p>ALL Continue to offer online options for required training where appropriate.</p> <p>Suggest this be a requirement for each faculty member to report on FPMS.</p> <p>B&PS Encourage/require faculty to also obtain appropriate licenses by reimbursing for certification costs for passed exams.</p>
Fulltime faculty will participate in at least one optional professional development activity.	<p>B&PS & Gen Ed 90% of faculty participated in one or more optional PDP activities at division faculty meetings.</p> <p>HS 100% of HS faculty participated in one or more optional PDP activities</p> <p>IET 70% of fulltime faculty in I&ET have participated in at least one optional PDP activity.</p> <p>2012-13; CCTC Employee Training, PDP Invoices, or Perkins Invoices</p>	<p>B&PS Suggest this be a requirement for each faculty member to formally report on FPMS.</p> <p>HS Encourage participation for HS faculty in PDP activities</p> <p>IET Encourage wider participation of IET faculty in optional activities.</p>
All online faculty (fulltime and adjunct) will successfully obtain online teaching certification before teaching an online course.	<p>B&PS All faculty who teach online courses have successfully completed the College' Online Faculty Certification Course. The Distance Education Coordinator checks the faculty roster each semester to ensure compliance.</p>	<p>B&PS The Distance Education Coordinator will offer the Online Faculty Certification Course at least annually and promote the enrollment of faculty who are planning to</p>

	<p>SUPPORTING DOCUMENTS: A list of Certified Online Faculty can be viewed on the CCTC website at http://www.cctech.edu/online/cof.htm</p> <p>Gen Ed All AA/AS faculty teaching online have completed certification</p> <p>HS All HS faculty members teaching online courses have been certified. Pharm course to be offered online Fall 2013 and adjunct instructor registered took online certification course in June 2013.</p>	<p>teach online. The Distance Education Coordinator will also continue to monitor the faculty roster to ensure compliance.</p> <p>Gen Ed Continue certification requirement.</p> <p>HS Continue certification requirement.</p>
Adjunct Faculty Orientation program will be provided.	<p>ALL Adjunct Faculty Orientation was offered the Saturday before the semester begins and includes a morning of college orientation, departmental meetings, and technology training. Adjunct faculty members are cordially required to attend one training session per year and are compensated \$25 per hour for their participation. During the fall session 104 adjunct faculty attended. Spring attendance was 39.</p>	<p>ALL Continue to offer Adjunct Faculty Training. Review evaluation from the sessions and implement appropriate suggestions for improvement.</p>
New Faculty Orientation program will be provided in a hybrid format.	<p>ALL The New Faculty Orientation Program was offered during the fall for 6 new faculty and in the spring for 4 new faculty. The course included a morning face-to-face session followed by a semester-long online support course.</p>	<p>ALL Continue to evaluate this program for effectiveness and make modifications as needed.</p>
PDP funds will be completely spent by the end of the academic year for the purpose of professional development for faculty.	<p>B&PS PDP funds were allocated by division and included Perkins and College funds. Deans approved critical professional development of faculty to include accreditation, technology</p>	<p>ALL Continue to request Perkins funds for professional development of faculty and staff. Find better ways to award and track external PDP</p>

	<p>training, and certifications. 100% of Perkins allocations had been spent.</p> <p>Gen Ed For AA/AS faculty, 100% of Perkins PDP funds have been spent.</p> <p>HS 100% of Perkins PDP funds have been spent. Money transeferred to two faculty to attend SACS conferencer in Summer 2013.</p> <p>IET I&ET Programs that were allotted PDP Funds have spent the funds. Documentation: 2012-13 PDP Invoices</p>	activities.
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Goal No. 3: Academic departments will measure and use program outcomes, including college-wide outcomes for the purpose of continuous improvement.

Expected Outcome For Goal 3:

1. Each accredited program of study will maintain its accreditation.
2. Each program of study will complete a standard POAT and Matrix of courses.

Supports Strategic Goal: 4A, 5E
Supports CCTC Annual Goal: 1, 5

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop, measure and report assessment of program outcomes for each program of study.	<p>B&PS Each department developed program outcomes and appropriate assessment measures.</p> <p>Gen Ed Data collected and reported in 1012-13 POATs for AA and AS.</p>	<p>B&PS Suggest an intense investigation of program outcomes for each program. Require each department to show direct linkages to specific outcomes and assessment methods.</p> <p>Gen Ed Each department to review data and evaluate for possible changes.</p>
Develop follow-up plan with activities to improve all	<p>ALL Program Outcomes Assessment Tables</p>	<p>ALL POATs contain use of results</p>

outcomes failing to meet program benchmarks.	(POATs) contain use of results information.	information.
Accumulate and report results of program outcomes for each program in standardized Program Outcomes Assessment Tables (POATs).	ALL Program Outcomes Assessment Tables (POATs) completed for all programs of study.	ALL See POATS.
Use results of college-wide or program surveys to improve academic programs where applicable.	ALL Utilized program surveys completed by advisory board and students. IET I&ET Dean, Program Managers, and Instructors reviewed each department's Fall Student Evaluations. Students were pleased with instruction and program content; as the ratings were above the college mean in both areas. Documentation: Summaries on file in I&ET Dean's Office	ALL Improvements in programs will continue to be made as needed based on advisory board and student survey results.
Ensure alignment of program outcomes (POAT) with accreditation standards in all accredited programs.	HS NLNAC site visit reviewed Nursing program's outcomes with accreditation standards. B&PS, IET Program outcomes are aligned with Early Care and Education, Automotive, HVAC, Machine Tool, Medical Assisting, Paralegal, Surg Tech, and Phar Tech standards.	HS 100% compliance. B&PS, IET 100% compliance.
Validate program outcomes with advisory committees.	B&PS Advisory Committees validated program outcomes at annual meetings. These results are included in the minutes. Gen Ed AA/AS Advisory Meeting completed. Reviewed outcomes and other measurement possibilities for	B&PS, IET, Gen Ed Spend more time with Advisory Committees on program outcomes. Send outcomes to members prior to the meeting so members have time to reflect on outcomes and provide useful feedback.

	<p>humanities courses.</p> <p>IET Program Outcomes in I&ET were communicated to the advisory committees.</p> <p>HS All HS advisory boards committees reviewed program outcomes</p>	
Implement improvements to academic programs based on advisory committee recommendations.	<p>B&PS Advisory Committee recommendations related to curriculum changes were seriously considered by each department.</p> <p>Gen Ed AA/AS Advisory Meeting completed. Reviewed courses and compared to other Technical College Programs in state system</p> <p>HS Advisory Boards found no areas of improvement needed</p> <p>IET Advisory Committee recommendations related to curriculum changes were seriously considered by each department.</p>	<p>ALL Continue to utilize Advisory Committee curriculum recommendations where appropriate.</p> <p>Gen Ed: AS program to submit change to Curriculum Committee to reduce major course hours from 16 to 15.</p>
Conduct formal program reviews according to five-year cycle.	<p>ALL The Curriculum Committee conducted the 5-year program reviews.</p> <p>B&PS The Computer Technology and Natural Resources Management Programs underwent formal Program Reviews during 2012-13. Significant changes to the curriculum in the Computer Technology Program resulted from the review.</p>	<p>ALL Review the process for conducting Program Review and streamline where possible. It is suggested that an online form be used.</p>

	<p>HS 5 year program review conducted on MRCO program. MRCO program approved without changes.</p> <p>IET A formal 5-year review was conducted in the Welding Program. Two NCCER Core Curriculum courses were added to the Basic Program and a Pipe Welding course was added to incorporate Stainless Steel welding in the Advanced Program.</p>	
Maintain regional and program accreditations.	<p>B&PS Program and/or regional accreditation are priorities for every program. Program Reviews are synced with program accreditation cycles to combine efforts of local review and external accreditation requirements.</p> <p>HS One HS program (nursing) experienced a site visit which resulted in reaccreditation for the max number of years. All HS accredited programs maintained accreditation</p> <p>IET Completed the evaluation process and received NIMS Re-accreditation in November, 2012. Documentation: NIMS Accreditation Manual</p> <p>Automotive has sent a re-accreditation application to NATEF and is awaiting an onsite evaluation.</p>	<p>B&PS Continue to maintain existing accreditations and explore possibilities for additional accreditation.</p> <p>HS Next accreditation visit will be in 2017 for Medical Assisting program.</p>
Utilize external certifications to measure effectiveness of programs.	<p>B&PS Students in the Information Technology Programs completed 22 certifications. CompTIA Certifications: A+ (2), Network+ (10), Security+ (1). Cisco Certification: CCENT (8). Microsoft Certification: MTA Software Development Fundamentals (1).</p>	<p>B&PS Continue to support external certification to validate program outcomes and assess student learning outcomes.</p>

	HS 100% Surg Tech and Medical Assisting students passed certification exams on first attempt. 94% Massage therapy students passed on first attempt.	HS Continue certification exam reviews and monitor results.
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Goal No. 4: Academic departments will implement strategies to attract and retain students.

Expected Outcome For Goal 4:

1. Each instructor, as required, will participate in the ACT and MIM early alert systems.
2. Each department will produce a written plan to increase the success rate of the course in that department with the lowest success rate.
3. Facilitate at least one new higher education (4-year college) partnership for students.

Supports Strategic Goal: 2A, 2B, 2C, 2D, 2E, 3A, 3B, 3C, 4A, 4C, 4D, 4E, 4F, 5G, 5H, 7A

Supports CCTC Annual Goal: 6, 11, 13

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Assist the recruiting department with recruiting activities including visits to high schools and career centers.	B&PS All departments assisted with the "Come See Me" recruitment event in April 2013 and provided a positive impact on the 264 high school students who were on campus. Gen Ed Dual Enrollment Coordinator participated in numerous events at high schools and career centers HS Dean participated in two visits to HS this year. IET Various visits with schools and	ALL Suggest a monthly calendar of off-campus recruiting events from the Recruiting Office in order to better assign attendance within departments. Suggest all on-campus events be scheduled during non-class times. Gen Ed Dual enrollment coordinator schedules regular visits to participating high schools. Concentrate on better communication with Clarendon County including F E DuBose Career Center.

	<p>industry have been conducted in each I&ET Department.</p> <p>Documentation: Departments' 2012-13 School Visits and 2012-13 Industry Visits.</p>	
Utilize Degree Works as one of the college's academic advisement tools.	<p>ALL</p> <p>Degree Works was fully implemented at the College and is an accurate and timely advisement tool for both students and academic personnel. Degree Works is being utilized as an advisement tool to direct students toward the completion of their program of study.</p>	<p>ALL</p> <p>Continue to utilize Degree Works and document any inaccuracies.</p>
At least 5 programs will pilot the use of Degree Works Planner to track student progress to maximize student completion of programs.	<p>ALL</p> <p>All programs have instituted the use of Degree Works to track student progress and to document program completion. The Planner is utilized by all programs for students needing Student Program Plans (SPPs) for financial aid and by many programs to track student progress.</p>	<p>ALL</p> <p>Continue to utilize Degree Works by testing individual student scenarios within each program and by documenting and addressing any inaccuracies. Extend Planner use to all programs for new students.</p>
Analyze course success/retention data to make recommendations for improvement.	<p>B&PS</p> <p>An extensive review of success and retention data was completed for fall 201210. A summary list pointed to specific courses to target for improvement. The following courses or areas were identified for follow-up: ACC 101, AHS 102, AOT 104, AOT 180, BIO, CPT 101, CPT 168, CPT 174, CRJ, ENG, HIS, MAT, MKT 101, MUS, SPA. Each division/department will develop and institute methods to improve success in these areas.</p> <p>Gen Ed</p> <p>Fall success/retention data shared with Department Chairs</p> <p>HS</p> <p>All HS courses reviewed and implemented retention measures</p>	<p>ALL</p> <p>Continue to track course success and document efforts of improvement.</p> <p>HS</p> <p>PHM 113 lowest passing rate. Tutored students in pharmacy math NUR 106 tutoring to continue as well as new assignments Implemented new teaching methodologies and creative assignments in Massage therapy. SUR 104 lowest pass rate and implemented AV aids and step by step process of each surgical procedure. MED 112 had lowest success rate and implemented tutoring for</p>

		Medication calculations. Also added tutoring to this with practice problems.
Relocate Paralegal and Criminal Justice programs to the Federal Building downtown.	B&PS Reconstruction and remodeling has been completed for the Law Studies Center. The Paralegal and Criminal Justice Programs moved in the summer. Fall 2013 classes will be offered in the new center.	B&PS Need a detailed equipment list and timeline for ordering. Need to ensure there are appropriate services such as security, parking, library, etc.
Facilitate at least one new higher education (4-year college) partnership for students.	ALL CCTC signed a memorandum of agreement with Columbia College to offer its AA to BA completion program on the Central Carolina campus in Sumter. This evening program with Columbia College will offer its two-year AA to BA completion program for students that have earned an approved AA degree from Central Carolina or another regionally approved institution. Nursing ADN to BSN agreement formed with Francis Marion University.	ALL Continue to pursue formal partnerships that provide options for graduates to obtain 4-year degrees without having to travel extensively.
Implement Advanced CNC program of study.	IET The CNC Advanced Program (ACNC) will be offered in Fall 201310 Term. Documentation: 2013-14 ACNC PP	IET Evaluate first year results at end of 2013-14.

Goal No. 5: Academic departments will implement strategies to demonstrate good stewardship of all College resources.

Expected Outcome For Goal 5:

Costs in each Dean's Division of Academic Affairs will not exceed the total of all departments' budgets within that Division.

Supports Strategic Goal: 1D, 7G, 7K
Supports Annual Goal: 5, 11

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Departments will monitor	ALL	ALL

their budgets and make appropriate adjustments to maintain a positive balance.	Budgets were analyzed individually by department chairs and program managers. Divisions also analyzed budgets and addressed any areas of shortfall through budget transfers. All divisions completed the year within their budgets.	Continue to monitor and adjust budgets as needed.
Departments will determine resources needed for 2013-14 academic year and submit budget requests; identify equipment/supply/faculty program needs and submit per college schedule.	ALL Departments submitted equipment requests, operational budget requests, and professional development requests to their dean. The deans prioritized the requests and submitted them to the VP for Academics. The VP made adjustments working with the ELT (Executive Leadership Team).	ALL Suggest a College Budget and Planning Meeting be held BEFORE budget requests are due. A subsequent Budget Meeting and Planning Meeting could be held to summarize the approve activities.
Develop 2013-14 capital improvement budget requests to facilitate academic programs.	ALL Departments submitted capital improvement requests to their dean. The deans prioritized capital improvement requests and submitted their requests to the VP for Academics in March 2013. The VP for Academics worked with ELT to finalize the approved requests.	ALL Continue to allow for capital improvement requests.
Manage grant funds by submitting all expenditures to support grant goals (as appropriate).	ALL ASSIST and Perkins grant funds were managed according to the approved activities, reports were submitted on time, and quarterly reimbursement requests were submitted by the Business Office on time.	ALL Continue to manage grant funds according to grant guidelines.
Utilize data to make informed decisions regarding staffing levels.	ALL Enrollment numbers, full time faculty loading, and part time faculty contracts were analyzed to determine the appropriate staffing level for departments. Based on this data, a request was made for an additional full time faculty member for the Human Services Department.	ALL Continue to analyze staffing levels and consider shifting faculty slots or obtaining additional slots as needed to support the enrollment trends.
Monitor initiatives that may	ALL	ALL

facilitate a substantive change which must be submitted to SACS.	Any activity that could possibly considered a substantive change for our SACS accreditation was communicated to the VP for Administration and Planning. Currently several projects are awaiting approval including: <ul style="list-style-type: none"> Prospectus completed for Thomas Sumter Academy to offer >50% of Gen Ed Certificate (dual enrolled). Prospectus for new AMTTC site. 	Continue to work very closely with the VP for Administration and Planning to assure all activities are approved as needed before implementation.
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Goal No. 6: Academic departments will implement strategies to plan, manage, and evaluate department for the purpose of continuous improvement according to the attached checklist.

Expected Outcome For Goal 6:

1. All departments in Academic Affairs will answer “Yes” to 100% of the applicable checklist items.

Supports Strategic Goal: 7J

Supports Annual Goal: 1, 3, 5, 6, 7

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
All academic departments will demonstrate planning, management, and evaluation for the purpose of continuous improvement by successfully completing activities listed in the checklist below.	ALL Each department completed the checklist indicating compliance with this strategy.	ALL Review Checklist to ensure all priority activities for planning, management, and evaluation are included.

Academic Affairs Division Checklist

- ☐ Y ☐ N ☐ N/A 1. Departments completed and evaluated their previous plan of action and made recommendations for continuous improvement. (Documentation: 2012-13 Department Assessment Report and 2013-14 Plan of Action)
- ☐ Y ☐ N ☐ N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: 2012-13 Departmental Plans of Action)
- ☐ Y ☐ N ☐ N/A 3. FPMS/EPMS process has been completed. (Documentation: FPMS/EPMS on file with Personnel)
- ☐ Y ☐ N ☐ N/A 4. Student evaluations have been reviewed and used for continuous improvement. (Documentation: Summaries on file with department)

- ☐ Y ☐ N ☐ N/A 5. All syllabi (Parts A and B) for the year are posted in myCCTC. Part C is filed electronically for all class sections. (Documentation: Syllabi)
- ☐ Y ☐ N ☐ N/A 6. Programs of study reviewed according to 5-year cycle. (Documentation: Program reviews on file with Administration and Planning Division)
- ☐ Y ☐ N ☐ N/A 7. All advisory committees have met at least once per year, and the results have been used for continuous improvement. (Documentation: Minutes on file with Academic Affairs Division)
- ☐ Y ☐ N ☐ N/A 8. All required tracking for cohorts has been completed. (Documentation: Tracking Sheets)

Administration and Planning 2012-2013 ANNUAL EFFECTIVENESS REPORT

Division Purpose: To provide leadership and service supporting the College's mission and institutional effectiveness through strategic planning and reporting for continuous improvement; provide accurate and timely data for decision making related to student success and reporting requirements; manage the College's regional accreditation compliance process; provide support for program accreditation; manage the alumni affairs program; manage the College's professional development program; and provide leadership and management for the grant compilation and submission process.

Goal No. 1:

1. Manage the College's planning process to ensure a comprehensive, college-wide planning and assessment system supporting teaching and learning; complete ongoing evaluation of CCTC Strategic Plan and annual goals to identify benchmarks and manage progress; integrate the planning process into the College's annual workflow, budget, and procedures for continuous improvement.

Expected Outcome for Goal No. 1

- 1.1 The College's planning process will be managed effectively, progress reports and status of Strategic Plan and annual goals will be developed; and the planning process will be integrated into the College's workflow and budgeting process.

Supports College Strategic Goal: ___7___
 Supports College Annual Goal: ___5 and 10___
 Supports Division Goal: ___N/A___

Strategy	Outcomes Accomplished from Strategies Implemented and Documentation Reference	Use of Results for Continuous Improvement
Monitor the progress of the Strategic Plan and the annual goals on a periodic basis through the ELT	Completed an assessment of the Strategic Plan on October 29, 2012, and on January 29, 2013, by the ELT Documentation: ELT Meeting Notes and Strategic Plan Progress Chart	Results from assessment of 2010-2015 CCTC Strategic Plan integrated into the Strategic Plan Report, results used in planning for 2013-2014 year by ELT for development of 2013-2014 College Annual Goals, and results incorporated into College's Annual Effectiveness Report and Baldrige Report
Complete an inventory of all department and divisions	Compiled an inventory roster and contacted all departments	Notification to units if plans are missing for consistent

plans of action for 2012-2013 and annual effectiveness reports for 2011-2012 and place in the data repository	and divisions for submission of plans of action and annual effectiveness reports, placed all plans of action and annual effectiveness reports in the data repository Documentation: Inventory of Annual Plans of Action and Annual Effectiveness Reports placed in the data repository	implementation of the procedures across the College, records maintained for planning and assessment data management, and decision making based on assessment
Develop annual goals in conjunction with ELT and college faculty and staff for 2013-2014	Met with ELT to prepare 2013-2014 CCTC Annual Goals on January 29, 2013, submitted Annual Goals to College faculty and staff for review and input in February 2013, submitted to the CCTC Area Commission at its March 21, 2013, meeting Documentation: CCTC Area Commission Meeting Agenda and CCTC Area Commission Minutes from March 21, 2013, meeting	Results from SWOT analysis conducted by ELT, review of current year's goals, and any changes in the College's environment used to develop the 2013-2014 CCTC Annual Goals to accomplish the Mission
Revise and publish 2013-2014 Planning Guide for Institutional Effectiveness	Compiled the 2013-2014 Planning Guide for Institutional Effectiveness in April 2013 and distributed to all academic and administrative unit supervisors Documentation: 2013-2014 Planning Guide for Institutional Effectiveness	Planning Guide will be used by administrative and academic units to develop plans of action and compile annual effectiveness reports; Planning Guide will be revised to meet developing needs in the planning processes at the College; results from feedback on administrative unit outcomes reporting, administrative unit review, and academic program review will be added to the College's planning calendar to provide a more comprehensive planning and assessment calendar
Conduct planning and budgeting sessions with College personnel to support institutional effectiveness and	Conducted annual planning and budgeting meeting on April 18, 2013 Documentation: Planning and	Faculty and staff will be informed regarding the priorities identified for the 2013-2014 year and have

college-wide planning processes in Spring 2013	Budgeting Meeting Agenda for April 18, 2013, and PowerPoint Presentation	information regarding the financial decisions affecting the College, and results from the evaluation used to improve delivery and content of the program
Implement a college-wide process for development of administrative unit outcomes and provide support in the assessment of administrative unit outcomes; meet with divisions to provide support and guidance for the development of outcomes; and place information in myCCTC for electronic access	Developed a process with supporting documents for the compilation and measurement of administrative unit outcomes, met with all divisions of the College to review strategy for process, collaborated individually with departmental staff to develop outcomes, maintained an inventory of unit outcomes developed, inventoried all unit reports, and placed the documents in the data repository Documentation: Agenda from Division meetings and inventory of unit outcomes	Administrative unit outcomes assessment results will be used for individual unit improvements, IE and Research personnel will continue to provide assistance with assessment methodology, and results used to help units identify measurable outcomes to assess the effectiveness of the unit and identify alignment with the College's Mission
Develop a process for administrative unit review for institutional effectiveness and implement a pilot through selected units during the 2012-2013 year to utilize assessment of the process for continuous improvement; develop policy and supporting documents for process; and place information in myCCTC for electronic access	Developed a process and parallel College directive on the administrative unit review process, met with all divisions of the College to review the process, distributed the 2012-2013 schedule, and placed all information in myCCTC Documentation: Agenda from Division meetings, CCTC Policy 8.07 Administrative Unit Review and Assessment	Administrative Unit reviews will be conducted to comprehensively review the work of administrative units in the accomplishment of the individual unit's mission and the College's Mission, results used to improve the work of each unit, specific assessment results utilized in the individual departments, and Administration and Planning timelines were reviewed and adjustments made to the College's overall planning calendar to include this process

Goal No. 2:

2. Identify the process for the management of the SACS Compliance Certification Report including timelines, persons responsible, and an analysis of any gaps in compliance.

Expected Outcome for Goal No. 2

2.1 The SACS Compliance Certification Report will be compiled and submitted to the COC by the deadline with a draft of the Report by December 2013.

Supports College Strategic Goal: 7

Supports College Annual Goal: 5 and 10

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review SACS requirements for Compliance Certification Report and prepare schedule for completion of a Compliance Report draft by December 2013 and other significant benchmarks through March 2015	SACS standards were reviewed by the Administration and Planning staff, check sheets were developed for each standard, documentation identified, and a records management system established to manage the compilation of the standards Documentation: Check sheets and files for each SACS standard	Narratives are reviewed and information used to determine compliance with SACS standards and to improve institutional performance and compliance, gaps identified will be provided to the area responsible for the content, and a strategy developed to address the issues
Identify data needed for validation of standards	Data sources identified for documentation of compliance for standards completed Documentation: Check sheets with documentation identified for each SACS standard	Data used for decision making and trends to track progress over a period of time, gaps identified through data will be provided to the area responsible for the content, and a strategy developed to address the issues
Develop data repository process and begin compilation of data to support standard compliance	Data repository established on share drive and folders established, organizational methodology was revised during the year as a result of compilation of the narratives and to align with the organizational framework in Compliance Assist Documentation: File Roster for Data Repository	Data repository used to store compliance document, data, and reports; the need for a data inventory for the Compliance Certification Report identified and will be developed during the 2013-2014 year
Appoint the QEP Topic Research Team and begin	QEP Topic Research Team appointed and meetings	QEP Topic Research Team topic development

process of identification of a QEP topic	began in October 2012, QEP Topic Research Team identified broad and comprehensive topics for consideration and communicated with the College's faculty, staff, and Executive Leadership Team Documentation: QEP Topic Research Team Appointment Memorandum and Meeting Agenda and Minutes for October 2012 through June 2013	information will be considered during the selection process for the QEP topic for the 2015 reaffirmation process, topic will be selected during the Fall 2013 time period with plan development beginning in January 2014, and QEP topic development will be integrated into 2013-2014 College Annual Goals
Appoint SACS Institutional Leadership Team and begin process for compilation of the Report	SACS Institutional Leadership Team appointed and meetings began in March 2013 Documentation: SACS Institutional Leadership Team Memorandum and Agenda and Minutes for March 2013 Meeting	SACS Institutional Leadership Team will continue to provide direction and focus for the compilation, review, and management of the Compliance Certification process; meeting schedule and work of Team will be developed for 2013-2014 academic year; team members will provide feedback on narratives, assist with compilation of the narratives, and maintain communication with College faculty and staff regarding the process
Participate in ongoing training for Compliance Assist users	Worked with Compliance Assist users periodically as training needs were identified, Administration and Planning Division staff completed training in Compliance Assist	Training needs will continue to be identified to support the process of narrative development and management of the reaffirmation documentation
Prepare narrative of standards and enter into Compliance Assist and schedule review for content experts for each standard	Narratives prepared for 46 standards according to the schedule and placed in Compliance Assist system Documentation: Narratives in Compliance Assist	Narratives will be reviewed and data compiled for documentation of compliance, narrative development scheduled compiled to facilitate the

		completion of a draft of the report by December 1, 2013
Communicate with the College's Area Commission on the management and status of the Compliance Certification Report	<p>Provided update to the CCTC Area Commission at each meeting for 2012-2013 and detailed report in January 2013</p> <p>Documentation: Administration and Planning CCTC Area Commission Report and January 2013 report</p>	CCTC Area Commission will continue to be provided bimonthly reports regarding the status of the reaffirmation process throughout the 2013-2014 year
Communicate internally regarding any gaps and compliance issues on an ongoing basis; review CCTC policies and procedures and revise if appropriate	<p>Conducted meetings with Distance Education, General Education, and Library personnel regarding compliance issues</p> <p>Documentation: Meeting Agenda and Minutes</p>	Content areas will review standards, develop strategies for compliance where gaps are identified, and communication will continue with SACS Liaison; and internal audit of standards will be initiated upon completion of Compliance Certification draft
Staff members will attend SACS Annual Conference and share information to complete the draft of the Compliance Report by December 2013	<p>Administration and Planning personnel attended December 2012 SACS Annual Conference, compiled a summary of gaps identified, and provided feedback to ELT through VP for Administration and Planning</p> <p>Documentation: GAP analysis report for ELT</p>	Additional College personnel identified to attend Summer Institute representing faculty and staff, a focused review of the agenda will result in assignments for sessions by attendees, feedback will be provided from both Summer Institute and Annual Conference, and the knowledge base of College staff and faculty to support accreditation will be expanded
Develop a process for the updating of faculty credentials and maintain system of records management; initiate the loading of credentials into the Compliance Assist database	<p>Staff continues to load faculty credentialing information into the Compliance Assist software system, APP revised to accommodate additional information, and new form placed in myCCTC</p> <p>Documentation: Revised</p>	Faculty credential data will be entered as it is received after initial data is completed for each semester in an ongoing manner, all data entered will be validated, a trial compilation of the credentials template for Standard 3.7.1 will be

	APP; Spreadsheets for generation of Faculty Roster	generated by September 1, 2013
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Goal No. 3:

3. Submit all required reports and data in a timely and accurate manner reflecting the College's adherence to reporting requirements through collaborative integration of the College's systems and personnel and for sound decision making.

Expected Outcome for Goal No. 3

- 3.1 Reports are submitted in a timely and accurate manner supporting sound decision making.

Supports College Strategic Goal: 7
 Supports College Annual Goal: 5 and 10
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review all reporting requirements and develop a timeline for adherence to the schedule	Timeline developed for report submission and included on agenda for Administration and Planning Division meetings Documentation: Minutes from Administration and Planning Meetings	Timeline will be monitored to ensure timely reporting
Communicate with internal divisions regarding reporting requirements for effective management of data	Communicated reporting requirements and gathered data	Internal communication will continue to inform College faculty and staff regarding reporting requirements
Submit IPEDS, SC Commission on Higher Education IE reports, Baldrige Report for SCBTCE, and SACS institutional profile report	Reports submitted to all external agencies as required Documentation: Reports and Roster of Submissions	Reports will be submitted and data used for continuous improvement
Identify data needs throughout the College and track data requests; communicate availability of data to internal College users	Provided data to content areas and communicated availability to support survey and data gathering processes Documentation: Communication documents	Data will be verified and utilized for sound decision making
Identify efficient data gathering through surveys to provide accurate and timely	Surveys were compiled to measure accomplishment of outcomes in a variety of	Survey data results will be used for continuous improvement; surveys will

data	administrative and support units Documentation: Survey instruments and results	be revised and data gathering continued, and Programs and Services survey content will be reviewed for additional questions for the 2013-2014 administration process
Identify data and trends to be reported, interpreted, and utilized by the ELT, Academic Affairs, Student Affairs, Business Affairs, and Administration and Planning for decision making and to accomplish the College's mission	Developed limited trend data for decision making and provided information to users Documentation: Trend Data and Reports	Trend data will be used to track progress over a period of time to determine any positive or negative trends to improve the institution's performance and identification of areas where this process can be expanded
Manage the academic program review process to determine effectiveness of academic programs for continuous improvement	Notified academic program managers regarding schedule and revised CCTC Policy 8.06 Academic Program Review and Assessment Documentation: CCTC Policy 8.06 Academic Program Review and Assessment	Academic program review will be used for continuous improvement in respective areas of the College, Policy 8.06 revisions will be monitored to determine appropriateness, and Library and learning resources personnel will be actively involved in the Academic Program Review in the area of learning resources adequacy beginning in the 2013-2014 year

Goal No. 4:

4. Maintain an ongoing process to identify grant needs and opportunities for the College through a systematic process of analysis and alignment with grant funding sources.

Expected Outcome for Goal No. 4

- 4.1 The College will compile and submit grant proposals to support the mission of the College.

Supports College Strategic Goal: 7
Supports College Annual Goal: 7 and 11
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies	Use of Results for Continuous Improvement
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	Implemented	
Identify the College's needs in programs, services, and activities for potential grant proposals	Communicated with College internal audiences regarding potential grant funding throughout the year Documentation: Grant Proposal Summary Sheets for Duke Energy Progress Grants (7), TAA Round III, and EDA Grant	Grant needs will be identified and evaluated for consideration of appropriate institutional "fit"
Identify grant funding sources that may address gaps in programs, services, and activities	Submitted grant proposal summary sheets to ELT for consideration of grant proposals, stayed abreast of grant notification of RFP's through research and contacts with peers and colleagues, staff attended CRD national conferences, and reviewed grants.gov announcements on a regular basis Documentation: Grant Proposal Summary Sheet, conference notes, and grants.gov notifications	Grant proposals will be considered by the ELT and decisions made as to appropriate course of action for proceeding, grants given approvals will be developed, and grant availability will be reviewed to determine which grants meet the needs of the College's Mission
Compile grant proposals and submit for consideration	Submitted 12 grant proposals for 2012-2013 for EDA Grant; Brownfields Grant; Wells Fargo; Duke Energy Grant for HVAC software and Mechatronics; Duke Energy and Clemson University Center for Workforce Development Grants for Mathematics, Mechatronics, AMTTC Learning Resources, Industrial Mentoring, Tour of Technology, and Welding Technology; SC Department of Health and Environmental Control; and the Veterans Upward Bound	Grant proposals that support the College's Annual Goals and/or Strategic Plan will be submitted contingent upon approval by the ELT

	<p>Awarded funding from Black River Electric Cooperative for \$260,000 to support the renovation of the AMTTC; Wells Fargo for \$5,000 for student support; \$9,000 from Duke Energy Progress for specialized HVAC software; \$40,000 from Duke Energy Progress to support the establishment of a Mechatronics program at the Sumter Career Center; \$15,000 from Duke Energy Foundation and Clemson University Center for Workforce Development Foundation for faculty development of innovative learning platforms in Welding and Mechatronics; \$15,000 from Duke Energy Foundation and Clemson University Center for Workforce Development Foundation for a digital welding camera system; \$1,250 from the SC Department of Health and Environmental Control; \$300,000 for the expansion of the College's Mechatronics program from the Round II TAA grant with Orangeburg-Calhoun Technical College for a total of \$645,250 in external funding for 2012-2013</p> <p>Documentation: Grant Award Documents from Funding Source</p>	
Monitor grant performance for those awards made to CCTC	Maintained communication with award areas and provided support when requested	Feedback will be used to improve the grant writing and submission process
Identify potential private	Initiated grant proposals for	Private grant proposals will

funding sources for grants	Duke Energy and Firehouse Subs Documentation: Grant proposals submitted for Duke Energy and Firehouse Subs initiated for submission after July 1, 2013.	be expanded to help meet institutional needs
Develop an accessible and organized records management system for grants information	Established a records management systems for grant information and coordinated with the Business Office for receipt of funds Documentation: Grants Records Management System	Records management system will be used to organize grant documentation, and organization will be measured to determine if system is appropriate

Goal No. 5:

5. Provide a comprehensive Professional Development Program for faculty and staff that supports teaching and learning within the College.

Expected Outcome for Goal No. 5

5.1 The 2011-2012 CCTC Professional Development Program will be developed and delivered to the College's staff and faculty.

Supports College Strategic Goal: __7__

Supports College Annual Goal: __1 and 5__

Supports Division Goal: __N/A__

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review the results of the 2012-2013 evaluation of the PDP program to determine program effectiveness	Results from the 2012-2013 PDP sessions were reviewed to determine level of satisfaction among the participants and identify the number of participants Documentation: PDP Evaluations and Roster of Events	Results were used for the development of the 2013-2014 PDP Calendar
Identify areas for improvement or changes to meet institutional needs	Areas were identified by expansion of topics which included: recycling, QEP topics, active shooter, the role of poverty for the	Additional topics were added to the 2013-2014 PDP Calendar and will be evaluated to determine participant satisfaction

	college student, self-defense, and more personal interest sessions Documentation: 2013-2014 PDP Calendar	
Provide leadership for PDP Team in the development of the offerings	Conducted PDP meetings beginning in April for the development of the 2013-2014 Calendar Documentation: PDP Meeting Agendas and Minutes	Will formulate committee for next year's PDP program and conduct work of the Team
Provide all scheduling arrangements for offerings	Facilitated all scheduling arrangements for program offerings Documentation: 2013-2014 PDP Calendar	Determine if there are any scheduling arrangements that need to be adjusted
Complete the pre-registration process for required courses in PDP	Facilitated the pre-registration process for required courses Documentation: Banner records of participant registration	Continue to facilitate registration for required courses
Assess effectiveness of offerings throughout the year	Conducted 73 PDP sessions, evaluations administered, and results compiled Documentation: PDP Evaluation Results	Conduct PDP session evaluations and use results for improvement
Compile evaluation results for offerings for continuous improvement	Conducted the PDP session evaluations and compiled the results Documentation: PDP Evaluation Results	Compile the annual summary of results to use in the planning for the 2014-2015 PDP Calendar

Goal No. 6:

6. Develop a strategic plan for the formation of the CCTC Alumni Partnership to accomplish its mission.

Expected Outcome for Goal No. 6

- 6.1 The Alumni Partnership Plan of Action will be developed and implemented to support the College's alumni and the institution's role in the community.

Supports College Strategic Goal: 7

Supports College Annual Goal: 8

Supports Division Goal:

__N/A__

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Conduct a planning session with Alumni Partnership Council to develop strategies to accomplish the purpose of the CCTC Alumni Partnership program with measurable benchmarks for the 2012-2013 year	Conducted Alumni Partnership Council meetings throughout the 2012-2013 year and developed Plan of Action for the first 12 to 18 months with specific goals for the first year Documentation: Plan of Action for Alumni Partnership; meeting agendas and minutes	Continue to develop Alumni Partnership services for members
Develop a budget for implementing the CCTC Alumni Partnership	Managed the budget for the Alumni Partnership activities	Effectively manage the budget
Identify internal and external partners for collaboration with the CCTC Alumni Advisory Council	Identified partners to facilitate communication and services regarding the CCTC Alumni Partnership to increase participation of potential members, selected two Distinguished Alumni and recognized honorees at 2013 CCTC Graduation ceremonies on May 10, 2013, began solicitation of membership with 92 members joining, launched website, participated in College student activities and events to promote Alumni Partnership, provided services for the faculty and staff at 2013 CCTC Graduation Documentation: News Releases, web site content, and membership applications	Expand partnerships and determine the expectations of the Alumni Partnership regarding programs and services
Assess all activities at conclusion of initial year to determine effectiveness of	Assessed activities conducted to determine viability and appropriateness for the	Use results from alumni membership for improvement of services

program	Alumni Partnership Council Documentation: Notes	
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Goal No. 7:

7. Manage the Administration and Planning Division personnel and resources effectively.

Expected Outcome for Goal No. 7

7.1 The Administration and Planning Division will accomplish its purpose and provide ongoing service to the College.

Supports College Strategic Goal: __7__
Supports College Annual Goal: __5__
Supports Division Goal: __N/A__

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop administrative outcomes for the Administration and Planning Division	Developed administrative unit outcomes and established benchmarks for outcomes Documentation: Administration and Planning Administrative Unit Outcomes	Monitor the administrative unit outcomes process and conduct assessment of selected Administration and Planning outcomes for 2013-2014
Measure Administrative and Planning Division Outcome Nos. 1, 2, 3, 6, 8, and 9 and identify areas for improvement	Assessed selected administrative unit outcomes during the 2012-2013 year Documentation: Unit Outcomes Report for 2012-2013	Communicate with units that are conducting administrative unit reviews, provide assistance, maintain record of all completed reviews, and file in data repository
Participate in the pilot project for administrative unit review in the 2012-2013 year and evaluate the effectiveness of the process for improving programs and services	Conducted an administrative unit review in October 2012 and updated again in January 2013 Documentation: Administrative Unit Review Report	Continue to monitor process from college-wide perspective
Develop training module for administrative units for development of outcomes	Conducted training sessions with all divisions of the College regarding the formation, measurement, and utilization of administrative unit outcomes Documentation: Meeting	Offer services and updated training on an as needed basis

	agendas, Guidelines for Developing Administrative Unit Outcomes, supporting documents, and reporting forms	
Develop and implement a Research and Institutional Effectiveness Department Plan of Action for 2012-2013	Developed POA for Research and Institutional Effectiveness Department Documentation: 2012-2013 POA for IE and Research	Develop POA for 2013-2014
Develop administrative outcomes for the IE and Research Department	Developed unit outcomes for IE and Research Department Documentation: Administrative Unit Outcomes Document	Assess unit outcomes in Research and Institutional Effectiveness scheduled for 2013-2014
Develop an Advancement and Development Plan of Action for 2012-2013	Developed POA for Advancement and Development Department Documentation: 2012-2013 POA for Advancement and Development	Develop POA for 2013-2014
Develop administrative outcomes for the Advancement and Development Department	Developed unit outcomes for Advancement and Development Department Documentation: Administrative Unit Outcomes Document	Assess unit outcomes in Advancement and Development Department scheduled for 2013-2014
Communicate effectively to other divisions within the College regarding services of the Administration and Planning Division	Communicated throughout the year regarding the services of the Administration and Planning Division which included assistance with planning, reporting, administrative unit outcomes, administrative unit review, academic program review, professional development, grants, and Alumni Partnership Documentation: Emails, myCCTC links, news releases, survey data, and meeting agendas	Provide ongoing communications to all divisions of the College regarding services of the Administration and Planning Division
Assess the effectiveness of the Administration and	Reviewed the POA, conducted assessment of unit	Develop POA and manage the strategies to accomplish

Planning Division role at the College	outcomes, and conducted the administrative unit review for Administration and Planning Documentation: Annual Effectiveness Report, assessment results from unit outcomes, and Administrative Unit Review Report	work of the Division
Participate as a member of the pilot group of departments/divisions to complete the administrative unit review process	Conducted an administrative unit review in October 2012 and updated again in January 2013 Documentation: Administrative Unit Review Report	Completed process
Identify areas for cross training within the Division for each staff member	No progress was made on this strategy	Need to determine if this is a viable strategy for 2013-2014
Complete professional development activities by each staff member	All staff members participated in internal and external professional development activities, sharing sessions were conducted following the SACS Summer Institute and the Annual Conference Documentation: Participant EPMS and notes	Continue to identify and participate in appropriate PDP activities to support the work of the Division
Maintain a sound records management system for all functions within the Administration and Planning Division	Maintained a records management system for all functions within the Administration and Planning Division and continued to evaluate its effectiveness through retrieval accessibility	Continue to maintain a sound records management system
Explore possible expansion of services to be offered by the Administration and Planning Division	Discussed possible expansion of services to be offered by the Administration and Planning Division but with expanded needs in data requests and grants; more services and responsibilities were not pursued	Continue to evaluate role of the Division

Manage the data repository to support documentation needs for all College functions	Managed the data repository to support documentation needs for all College functions Documentation: Data Repository on Drive S	Continue the management of the data repository
Assess personnel needs of the Administration and Planning Division to accomplish the work of the division	Assessed personnel needs of the Administration and Planning Division to accomplish the work of the division and made request for additional position during the annual budget and planning process	Assess personnel needs and make requests for additional personnel based upon need and role of the Division

Business Affairs 2012-2013 Annual Effectiveness Report

College Mission Statement: Central Carolina Technical College is a comprehensive, public, two-year institution of higher education dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities. These are designed to develop the foundation for personal growth, economic development, and an improved quality of life through multiple learning environments including traditional and electronic instructional methods.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College annually serves over 6,000 credit students and 1,400 continuing education students through traditional and non-traditional formats in multiple learning environments including online, electronic, and distance learning.

Purpose/Mission: The Business Affairs Division supports the College mission by providing various administrative support services to the College community in an efficient and effective manner.

Goal No. 1

- 1. Provide accurate and timely data, information, and reporting to the College community and stakeholders**

Expected Outcomes For Goal No. 1

- 1.1 Business Affairs related directives and manuals are current and compliant with federal, state, and local laws and regulations.
- 1.2 Standard reports are produced automatically on a predetermined schedule.
- 1.3 Employees and College leadership have accurate and current reports when needed.
- 1.4 Audit reports are accurate and contain no major findings.
- 1.5 Accurate reports and forms are submitted prior to deadlines.
- 1.6 Employees and students are able to use the website and myCCTC as a source for current and accurate information and forms.
- 1.7 Receive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of America (GFOA) for the College's Comprehensive Annual Financial Report (CAFR).

Supports College Strategic Goal: 7(I)
 Supports College Annual Goal: 5
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review and revise College policies and procedures related to Business Affairs. Develop a review schedule for reviewing 1/3 of the directives each year so that no directive is more than 3 years old.	<ul style="list-style-type: none"> As of 6/30/13, all but 3 Business Affairs directives have been reviewed and updated within 3 years of the last review and a schedule has been developed to perform a 1/3 review each year 	<ul style="list-style-type: none"> The remaining 3 directives will be updated no later than 12/31/13. The schedule will be followed to ensure all Business Affairs directives are reviewed at least every three years. A policy and procedure is being developed for “unclaimed property” as a result of a State Treasurer mandate
Develop and distribute reports to assist managers and other employees to perform their job duties and make informed decisions.	<ul style="list-style-type: none"> Managers were able to review current charges on accounts, manage their budgets and process online budget transfers Developed and distributed reports as required (ex: man hour report, DOL figures, exit report statistics, etc.) 	<ul style="list-style-type: none"> Create an online training for managers on how to review budgets, complete, and approve budget transfers Develop and modify workflows to make them more effective
Complete accurate internal and external reports and submit on a timely basis.	<ul style="list-style-type: none"> Reports were completed accurately and timely (ex: financial reports; grant reports; IPEDS, EEO report) A physical inventory and verification process was completed for FY 13. 100% of the capitalized equipment was accounted for. The Public Safety Information Sheet containing the Campus Crime Report for 2011 and 	

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	2012 was compiled in April 2013 and showed no major crimes having occurred on campus. A review of the theft rate showed a 54.5% reduction in theft on campus	
Maintain publications, public website and myCCTC with current information for students and employees. Increase employee awareness of resources available on myCCTC.	<ul style="list-style-type: none"> • The Registration & fee section of the public website was updated each semester • The transparency report was updated and posted to the website before the 15th day of each month • Personnel information was maintained on a current basis on the public website and myCCTC with information for current employees. 	<ul style="list-style-type: none"> • Continue to look for ways to improve communication of website and myCCTC information to students, employees, and others
Complete annual audit report and CAFR for FY 13 and submit to GFOA for award	<ul style="list-style-type: none"> • The FY 12 audit report and the FY CAFR were completed timely and the GFOA award was received 	<ul style="list-style-type: none"> • The FY 13 audit will be completed by the deadline of 9/30/13 and the FY 13 CAFR will be completed by the deadline of 12/31/13
Review and update (if needed) all employee manuals issued by Business Affairs, such as the procurement and credit card manuals.	<ul style="list-style-type: none"> • The Procurement and Purchasing Card manuals, as well as the Safety Manual were updated and posted to myCCTC 	<ul style="list-style-type: none"> • The Information Security Program and Information Security Plan, as well as the Emergency Operations Procedures Manual will be updated and posted to myCCTC next fiscal year

Goal No. 2

2. **Attract and retain appropriately credentialed and talented faculty and staff to support a multi-cultural campus environment inclusive of the diversity reflected in the College's service region**

Expected Outcomes for Goal No. 2

- 2.1 Effectively and efficiently manage the College's employment and recruiting process.
- 2.2 State delegation audits will result in no major problems or findings.
- 2.3 The College pay plan will be more competitive as budget allows, increasing productivity and retaining excellent employees.
- 2.4 Employees will receive required and relevant training, will be familiar with pertinent policies and procedures, and will be able to perform job duties with knowledge of resources available to them.
- 2.5 The College will have a plan for filling vacancies in critical positions and areas; existing employees will be retained and prepared for promotional opportunities.
- 2.6 EEO reports will show progress in achieving EEO goals.
- 2.7 Improvements will be made to processes and services when survey results indicate weaknesses.

Supports College Strategic Goal: 6 (A) – (F)

Supports College Annual Goal: 12

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Recruiting and employment files are organized and current, allowing for immediate response to questions or reporting needs.	<ul style="list-style-type: none"> Recruiting and employment files are organized and current 	<ul style="list-style-type: none"> Reports can be completed and customer needs can be responded to more quickly
Hiring managers will have and use electronic access to applications for all positions and encourage applicants to use NEOGOV.	<ul style="list-style-type: none"> Hiring managers have and use NEOGOV for the hiring process 	<ul style="list-style-type: none"> Ease of reviewing and responding to applications and applicants. Employment process more efficient
HR will process classification and compensation actions as requested, following all applicable laws and regulations.	<ul style="list-style-type: none"> Processed classification and compensation actions as requested; followed all applicable laws and regulations 	
The College pay plan will be developed to increase average salaries of faculty and staff as budget allows.	<ul style="list-style-type: none"> A 3% state base pay increase was provided to all employees in permanent positions 	<ul style="list-style-type: none"> No increase was provided by the state for FY 14 and the College budget is not expected to have the funds to use college funds
The College will provide professional development and training opportunities for new	<ul style="list-style-type: none"> Provided professional development and training opportunities for new and 	<ul style="list-style-type: none"> College employees are properly trained and more informed

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
and current employees in the areas of new employee orientation, budget, Banner, safety and security, personnel, personal interest, and wellness.	current employees in the areas of new employee orientation, personnel, and personal interest with a satisfaction rating of over 94%	<ul style="list-style-type: none"> • Comments on evaluations are used to plan future training
Continue to prepare existing employees for promotional opportunities.	<ul style="list-style-type: none"> • Employees are provided training and development opportunities as part of the College's PDP program; Leadership Sumter; System Faculty Leadership Academy; System Leadership Academy; and USC Graduate Certificate Cohort 	<ul style="list-style-type: none"> • Continue to identify employees with leadership potential in order to give them opportunities for growth
Prepare annual EEO report and submit to SCHAC on a timely basis.	<ul style="list-style-type: none"> • Portion of report was submitted timely; applicant data was submitted late • Overall goal attainment was 86.5% compared to 89% in the prior year 	<ul style="list-style-type: none"> • All portions of the EEO report will be submitted by deadline • The College will look for ways to improve EEO goal attainment in categories with decreases
Provide flexibility in work schedules that meets College and employee needs.	<ul style="list-style-type: none"> • Provided flexible work schedules for employees except for peak registration periods 	<ul style="list-style-type: none"> • Continue to provide flexibility that meets the College and employees' needs
Analyze results of all student and employee satisfaction surveys.	<ul style="list-style-type: none"> • Employees evaluated PDP programs. The 18 courses offered were "excellent" 80% of the time and "good" 20% of the time • 92% of employees responding were very satisfied or satisfied with personnel services 	<ul style="list-style-type: none"> • PDP programs will continue to be offered based on requests and surveys • Individual comments are being investigated to look for areas of improvement
Provide comprehensive employee wellness program for employees	<ul style="list-style-type: none"> • Wellness program provided workshops, free exercise classes, discounts on gym memberships, and other special challenge programs for employees 	<ul style="list-style-type: none"> • Programs are added or canceled based on employee participation • Results of evaluations of workshops are used to develop the next year's

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
		workshops

Goal No. 3

3. Allocate, monitor, and manage College budget and other resources effectively and efficiently and in accordance with all federal, state, and local laws, rules, and regulations

Expected Outcomes for Goal No. 3

- 3.1 College employees will understand how to monitor their budgets, and make transfers and revisions as necessary.
- 3.2 The College will operate within the approved budget.
- 3.3 Available resources are allocated to support the College's mission and Annual Plan of Action.
- 3.4 The College will comply with state law and SC Energy Office requirements to submit an energy plan and reduce energy consumption.
- 3.5 The procurement process will be as efficient as possible by continuing credit card usage and decentralizing small purchases as allowed under state procurement and credit card regulations.
- 3.6 External and procurement audits will result in no major findings related to procurement or internal controls; the College will adhere to all federal and state regulations.
- 3.7 Surplus fixed assets will be reviewed on a regular basis and reallocated or turned in as quickly as possible.

Supports College Strategic Goal: 7(C) (G) & (I)

Supports College Annual Goal: 9

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Offer periodic new employee orientation (NEO) and budget training to teach employees to monitor and adjust budgets	<ul style="list-style-type: none"> • Conducted group budget training 2 times and one on one budget training for 6 individuals as needed • NEO offered at least once per semester and as needed • Annual cashier training offered online 	<ul style="list-style-type: none"> • Portions of the NEO are being developed in a video format in order to allow employees to attend at times that better suits their schedules
Prepare and distribute/review and analyze monthly or	<ul style="list-style-type: none"> • Various financial reports are prepared monthly or 	<ul style="list-style-type: none"> • Continue to monitor financial reports to

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
periodic financial reports; monitor online reports as necessary	periodically and analyzed <ul style="list-style-type: none"> • Budget information is available on myCCTC and is up-to-date 	determine if any budget actions need to be taken
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports	<ul style="list-style-type: none"> • The College has continued to monitor energy usage and utilize the energy management system to schedule HVAC • Required annual reports were submitted • The Energy Team met quarterly and discussed energy related initiatives 	<ul style="list-style-type: none"> • Continue to monitor energy usage and utilize the energy management system for scheduling HVAC • The Energy Team will continue to meet quarterly and seek ways to reduce energy costs
Continue to analyze all business processes to identify areas to reduce costs and increase efficiency.	<ul style="list-style-type: none"> • Processes have continued to be analyzed for opportunities to streamline and automate (workflows, increased use of checklists) • The bookstore implemented a new POS system to improve efficiency • The Security office implemented a new ID system to improve efficiency • The Safety/Security Department purchased an integrated web-based emergency management system 	<ul style="list-style-type: none"> • All departments will continue to review current business processes and look for ways to improve efficiency and/or decrease cost • The web-based emergency management system will be implemented in FY 14
The accounting/purchasing office will stay abreast of state laws and regulations concerning purchasing and credit card usage.	<ul style="list-style-type: none"> • The Director of Accounting attended a purchasing card training class in the fall where policies and new features were presented • The Director of Accounting attended a state purchasing 	<ul style="list-style-type: none"> • Credit card usage will be monitored to ensure all policies are adhered to and new features implemented to improve efficiency

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	conference and an Ethics in Procurement course	
Improvements will be made to the College's surplus property process in accordance with the revised SBTCE procedure.	<ul style="list-style-type: none"> Continued to utilize the Turn-In Log that was developed at CCTC and implemented system-wide, which sped up processing by state office 	<ul style="list-style-type: none"> State office will change the system in FY 14 to have surplus funds sent directly to Colleges

Goal No. 4

4. Provide and maintain College facilities (buildings & grounds) that are safe, sufficient, attractive, and efficiently operated

Expected Outcomes for Goal No. 4

- 4.1 College facilities and equipment (including vehicles) will be maintained adequately, and deferred maintenance will not increase.
- 4.2 Work order and maintenance requests will be completed in a timely manner.
- 4.3 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness.
- 4.4 The Survey of Programs and services report will indicate that at least 95% of respondents rate the physical facilities as "good" or "excellent".
- 4.5 Capital projects will stay on schedule and within budget. Two major projects will be initiated: the Advanced Manufacturing Technology Training Center, and renovations to the "federal" building (in conjunction with the City of Sumter)
- 4.6 Documentation and training on safety and security procedures will be improved.

Supports College Strategic Goal: 4(E), 5(B), 7(F)

Supports College Annual Goal: 11

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Continue to implement and maintain a planned maintenance program that provides for upkeep of facilities and equipment, including vehicles.	<ul style="list-style-type: none"> A schedule of planned maintenance has been put in place for filter changes, storm water retention system, elevators, roof drains, and HVAC equipment as well as 	<ul style="list-style-type: none"> Schedules are reviewed so they can be updated as facilities are added A review will continue to see what other items need to be added to a schedule of planned maintenance

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	vehicles	
<p>Improve cleanliness of all College facilities by developing and following a detailed schedule of regular and special cleaning for each area to be cleaned, and by appropriately training all custodial staff.</p>	<ul style="list-style-type: none"> • Development of a detailed schedule was delayed when the custodial supervisor had to be replaced • New custodial staff are given training and all staff attend weekly safety meetings • A custodial services survey of employees (Feb.2013) indicated satisfaction % was 70 – 73% for offices, classrooms, and restrooms; 88.74% for public areas/entrances; and 55 – 72.5% for industrial labs. • 95.9% of students indicated they were “very satisfied” or “satisfied” with classroom facilities in the Programs and Services Survey (March 2013) 	<ul style="list-style-type: none"> • A detailed schedule will be completed in FY 14 • The custodial supervisor was replaced and emphasis is being placed on consistent, quality cleaning • New equipment has been purchased and supplies have been adjusted to improve custodial services
<p>Complete work order and maintenance requests in a timely manner.</p>	<ul style="list-style-type: none"> • Work order reports were reviewed to ensure all requests were responded to in a timely manner • The current work order system was reviewed to see if there is a more efficient way to report, but at this time we have determined it would not be cost effective 	<ul style="list-style-type: none"> • Work order reports will continue to be reviewed
<p>Conduct weekly and monthly inspections of all facilities and grounds and make corrections as needed.</p>	<ul style="list-style-type: none"> • The custodial supervisor inspects on a daily basis • Weekly and monthly inspections of all facilities and grounds are conducted and corrections made as 	<ul style="list-style-type: none"> • Inspections will continue

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	needed	
Initiate and implement process to purchase and renovate a large facility in Sumter for industrial technology training	<ul style="list-style-type: none"> State funds were received for this project in FY 13 and the College has also applied for federal EDA funds Property was purchased in FY 13 and the College began working with architects on the design of the facility 	<ul style="list-style-type: none"> Construction should begin in the fall of 13 and be complete in the fall of 14
Work with the City of Sumter to renovate the downtown “federal” building to house a Legal Studies Center (LSC) for the College’s CRJ and Paralegal programs	<ul style="list-style-type: none"> The renovation was completed in the summer of 13 	<ul style="list-style-type: none"> Classes for CRJ and Paralegal programs will be held in the LSC in fall 13
Use State deferred maintenance funds (if sufficient) for a lighting upgrade in one of the College’s facilities as recommended in the College’s energy assessment report completed in FY 12.	<ul style="list-style-type: none"> There were no funds available for lighting upgrades in FY 13 Surveillance systems were expanded to include buildings 200, 500, 600, and 700 	<ul style="list-style-type: none"> Continue to seek funds for lighting upgrades Use surveillance systems to help ensure safety of all occupants
Provide project management, coordination, and support for all College capital and renovation projects.	<ul style="list-style-type: none"> The Legal Studies Center project was completed Other small projects completed include: <ul style="list-style-type: none"> Painting Carpeting & tile 401 sound system Restriping parking Fiber optic cable 	<ul style="list-style-type: none"> Depts. given project request forms for FY 14 FY 14 capital projects will be prioritized and very limited due to budget issues
Meet weekly to monitor the progress of all capital projects.	<ul style="list-style-type: none"> Weekly meetings were held as needed, although there were less projects to monitor in FY 13 	<ul style="list-style-type: none"> Meetings will continue as needed
Update the College Emergency Operations Procedures manual.	<ul style="list-style-type: none"> The safety team has worked on the manual, but has not completed it 	<ul style="list-style-type: none"> The Emergency Operations Procedures manual will be completed and distributed in FY 14

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide college-wide training on safety and security procedures.	<ul style="list-style-type: none"> • Safety and security training was provided to employees including online annual training, new employee orientations, new student orientations, Title IX training, drug and alcohol training • Rape & sexual abuse training was provided to students, but attendance was low 	<ul style="list-style-type: none"> • Active shooter training will provided to employees in FY 14 • Student training will be publicized more in the future
Conduct periodic tornado and fire drills as required by College policy.	<ul style="list-style-type: none"> • Fire and tornado drills were conducted in accordance with the College Directives 	<ul style="list-style-type: none"> • Drills result in a safer campus for employees and students
Continue to research emergency messaging systems that will allow the College to coordinate and combine all emergency messaging. Purchase a system if budget is available.	<ul style="list-style-type: none"> • A web-based system was purchased to integrate and manage all of the College's emergency notification systems 	<ul style="list-style-type: none"> • This system will be fully implemented during FY 14

Goal No. 5

5. Provide high quality auxiliary and internal services that are competitively priced and enhance the educational programs and services of the College

Expected Outcomes for Goal No. 5

5.1 Print shop and mail room services are efficient and provided at a lower cost than outsourcing.

5.2 Student and employee satisfaction rates will increase

5.3 Food service will be provided by external vendors on main campus.

Supports College Strategic Goal: 7(I)

Supports College Annual Goal: 1, 4

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain a high level of customer service to all students, faculty, and staff; purchase and implement a new POS system that will be integrated with Banner.	<ul style="list-style-type: none"> • A new bookstore POS system was implemented and integrated with Banner and expanded to Kershaw • 94% of employees responding indicated they are very satisfied or satisfied with the quality of service offered by the bookstore • 95% of students indicated they are very satisfied or satisfied with the bookstore 	<ul style="list-style-type: none"> • The bookstore will continue to seek ways to improve customer service and follow up on negative comments received on surveys
Continue to work with department chairs and look for ways to reduce the cost of required materials for students. Continue pilot of e-textbooks.	<ul style="list-style-type: none"> • The College piloted the use of mandatory e-text books for certain sections over the past year and made the decision not to continue based on student feedback and student lack of technology 	<ul style="list-style-type: none"> • The bookstore will offer optional etextbooks and rentals for courses where they are available in FY 14
Continue to provide computer and other products that students need for classes.	<ul style="list-style-type: none"> • The bookstore has continued to offer a variety of merchandise to students for their classes • New procedures were implemented to monitor and limit electronics purchases on financial aid in order to prevent abuse and minimize student debt 	
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible.	<ul style="list-style-type: none"> • One new food vendor has been identified in case any of the current vendors decide to leave 	

Goal No. 6

6. Provide academic and administrative systems and infrastructures that are responsive to the operation and management needs of the College and delivered in a timely and effective manner

Expected Outcomes for Goal No. 6

- 6.1 Administrative and academic systems will be maintained at the current level (Banner, Oracle, Luminis).
- 6.2 Administrative systems will be used to improve efficiency and productivity.
- 6.3 A reliable and responsive network and hardware infrastructure will be provided such that users are unhampered by bandwidth, application, or location.
- 6.4 Classroom technology will support sound pedagogy and instructional design in both the traditional and distance courses.

Supports College Strategic Goal: 4(B) & (D), 7(I)

Supports College Annual Goal: 1, 5, 11

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Banner system will be current with upgrades and patches released by vendor. A schedule of planned downtime will be developed and approved.	<ul style="list-style-type: none"> By May 1, all modules within the production Banner system had been upgraded to current status or were within 1 product release A schedule of planned downtime was not developed—this was coordinated as needed with users 	<ul style="list-style-type: none"> The College's operations are more efficient when the system is up to date with releases A schedule of planned downtime will be developed in conjunction with the Change Management Process
Equipment and classroom technology will be maintained and replaced on a recurring schedule as resources allow in order to keep current with technology	<ul style="list-style-type: none"> The College has continued to use the technology fee funding to keep computer labs on a standard replacement schedule Funds previously allocated for another project were assigned to the learning spaces installation in room M113, designed to give the students and instructor collaboration and flexibility capabilities 	<ul style="list-style-type: none"> The new computer lab design in M113 was the result of the collaborative work of the Learning Spaces CoP. The community will continue to work together to expand on the classroom and computer lab design as well as select new computer platforms for replacements in the mobile carts as the College

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
		transitions to newer technologies and designs.
The backup and recovery system for major systems, programs, and data will be monitored and managed appropriately	<ul style="list-style-type: none"> • Daily and weekly backups, stored on and off-site, continue to be created and have been used successfully in situations where data recovery was required. 	<ul style="list-style-type: none"> • The ISM Peer Group will continue to work on a data duplication and disaster recovery solution for the technical colleges who are unable to afford a singular solution.
Implement a new generator system to protect the data center and its operations from power fluctuations.	<ul style="list-style-type: none"> • No action 	<ul style="list-style-type: none"> • RFP was developed but the purchasing department needed more detail about the concrete pad. The project will be moved to next year if funds are available.
Upgrade the infrastructure at Lee County to replace end of life and end of service equipment	<ul style="list-style-type: none"> • Funds were not available for replacing the infrastructure equipment at the Lee County location. Move to next year. 	<ul style="list-style-type: none"> • Even though funds were not available for Lee County infrastructure replacement, some changes were made from existing inventory.
Use results of security assessment report to assess and update security plan, develop a multi-year action plan to safeguard the assets identified in the report, and make the college aware of best practices for security for all employees.	<ul style="list-style-type: none"> • The findings were presented to the Executive Leadership Team (ELT) with a prioritized list of high risk areas and safeguards to implement to reduce the risk. This year, the College provided funding for the purchase of Oracle Advanced Security Option (ASO) and SolarWinds monitoring. Oracle ASO will be used to encrypt the production databases while SolarWinds will be used to monitor the uptime for various servers and core infrastructure. 	<ul style="list-style-type: none"> • The department will work with the ISM Peer Group on collaborative efforts to implement disaster recovery and system monitoring services.
Utilize the ERP Innovation	<ul style="list-style-type: none"> • This did not take place in 	<ul style="list-style-type: none"> • This will take place in FY

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Community of Practice as well as the Banner User Group in order to assess current practices as well as discover new and innovative applications for the College and its digital community.	FY 13	14
Embrace mobility but in a secured environment and partner with organizations to bring our programs and services to the mobile device environment.	<ul style="list-style-type: none"> A promotional procurement program for mobile services integrated with Banner was made available this year whereby the license fee was removed as long as the institution paid for a year of maintenance. The College purchased the Banner mobile apps in a turnkey solution. The College brand will be seen in iTunes and Android stores. 	<ul style="list-style-type: none"> The mobile apps will be deployed in the coming year and the turnkey program will be assessed to determine the level of satisfaction by the students with the application from their mobile devices (IO and Android).
Research the use of Course Signals as an early alert front end to DegreeWorks.	<ul style="list-style-type: none"> With the implementation of DegreeWorks and it's success, the logical add-on product is CourseSignals, a product of Indiana University purchased by Elucian, and used to identify students that need intervention in their social and academic work at the College. It is a good match for this institution. 	<ul style="list-style-type: none"> Work with the QEP Retention Topic Team – Retention Subgroup to incorporate a recommendation for this system into the proposal as part of the budget
The Learning Spaces Community of Practice will host a technology symposium in the fall that features new approaches to learning space design. New classroom and computer lab configurations will be implemented for	<ul style="list-style-type: none"> The department and the Learning Spaces CoP conducted several sessions for faculty and staff throughout the year. The HON research group visited the College twice, once to discuss learning 	<ul style="list-style-type: none"> The Learning Spaces CoP and the department worked collaboratively to redesign Room M113. It will be installed and operational for Fall classes. User Support Services is working with

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
evaluation to encourage faculty and staff collaboration with students inside and outside of class.	spaces and the trends and research in the area and on a subsequent occasion to engage the College in a research activity for HON. Following the sessions, the HON team met with the AOP and CPT faculty to discuss learning space design for computer labs that allows the instructor and students to be more mobile and flexible within the space. Also, representatives from Apple, Microsoft, and Hewlett-Packard participated in seminar sessions for faculty and staff to discuss how mobile devices and new Oss are changing the learning space. This year, the ILT department enrolled the College in the DreamSpark Standard and Premium programs that allow students and faculty to download selected software for use in their education.	the PBI coordinators on a trial test of Office 365 in both the IOS and Windows 8 environment using iPads and ElitePads.

Goal No. 7

- 7. Create a support system that trains and assists users in effective use of technology and other resources, and provides comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users**

Expected Outcomes for Goal No. 7

- 7.1 Provide a centralized single point of contact for all User Support Services (USS).
7.2 Provide technology training to employees and students as needed.

Supports College Strategic Goal: 6(C), 7(I)

Supports College Annual Goal: 1

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Continue to build on the success of the first phase of the ITIL-model and Single Point of Contact by expanding the focus beyond incident management to include change management.	<ul style="list-style-type: none"> This did not take place in FY 13. There was insufficient time or resources to initiate this although some initial progress was made in editing a Change Management Guide for the College 	<ul style="list-style-type: none"> This will take place in FY 14
Continue to build on the structure of the Webual for employee orientations and training for ILT.	<ul style="list-style-type: none"> Outlook 2010 and an updated training guide for the Crestron devices were added to the Webual this year. 	<ul style="list-style-type: none"> The additions and updates to the Webual were the result of feedback/requests from faculty and staff on how to improve the content. For next year, the additions will include Office 365 and mobile devices.
Provide training when new systems are installed and/or implemented	<ul style="list-style-type: none"> Training was provided as needed 	
Continue the work of the USS Community of Practice by deploying the change management process to improve user communication and awareness.	<ul style="list-style-type: none"> Remove this strategy—it is a repeat of Strategy 1 above 	
Continue to work with the Digital Community of Practice to manage the appearance and content of the portal.	<ul style="list-style-type: none"> Some consolidation was made to the tabs, channels, and content to remove duplications and minimize the errors in correcting and updating web content. 	<ul style="list-style-type: none"> The department is working with the TechProven to complete the creation of Luminis 5 so the migration to the new portal can begin.
Implement Luminis 5.	<ul style="list-style-type: none"> In process. The vendor is providing this service at no charge so the department 	<ul style="list-style-type: none"> As soon as the test version of Luminis 5 is available, the Digital Community

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	is at their mercy for completion. Will likely continue into next year.	CoP will reconvene to begin populating the new portal.

Goal No. 8

8. Provide services and support to all other departments of the College and students in the areas of accounting, procurement, personnel, physical plant, auxiliary and internal services (print shop, mail service, shipping/receiving), safety and security, inventory management, and information and learning technologies

Expected Outcomes for Goal No. 8

- 8.1 Focus on improving customer service to all internal and external customers.
- 8.2 Provide accounting and procurement services efficiently and effectively.
- 8.3 Provide personnel services efficiently and effectively.
- 8.4 Provide physical plant services efficiently and effectively.
- 8.5 Provide Auxiliary and internal services efficiently and effectively.
- 8.6 The College will be a safe and secure campus for faculty, staff, students, and visitors.
- 8.7 College fixed assets will be secured, maintained, and accounted for.
- 8.8 Coordinate the College Record Retention/Disposal system.
- 8.9 Provide Information and Learning Technologies services efficiently and effectively.

Supports College Strategic Goal: 7(I)

Supports College Annual Goal: 1, 9, 11, 12

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Accounts payable services will be streamlined and automated as much as possible, including providing ACH payments to vendors and students.	<ul style="list-style-type: none"> • Payments to CE students, employees, and vendors are correct and made electronically when possible 	<ul style="list-style-type: none"> • Continue to increase awareness of ACH deposits for vendors
Accounts receivable processes will be streamlined and automated as much as possible, including providing online payment options and automatic drafting of accounts	<ul style="list-style-type: none"> • Students are able to make payment for tuition online • Students enrolled in the payment plan can have payments drafted to ensure timely payments on 	<ul style="list-style-type: none"> • Research use of a third party vendor to provide payment plans

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
for students on payment plans.	<ul style="list-style-type: none"> accounts Students are now given the option to enroll early and pay over a longer period of time Began using a third party for financial aid refunds in February 2013 	
Accounting department staff will provide assistance to College faculty and staff as requested.	<ul style="list-style-type: none"> College faculty and staff are given accurate information as requested Business affairs staff assist in several areas of the College during peak registration times 	<ul style="list-style-type: none"> Accounting department staff will continue to participate in refresher training before each registration period
Personnel department staff will advise employees on HR issues and manage employee relations issues.	<ul style="list-style-type: none"> Advised employees on HR issues and managed employee relations 94% of employees responding were very satisfied or satisfied with personnel services related to employee relations 	
Payroll will be processed timely and accurately.	<ul style="list-style-type: none"> All payrolls were processed timely with minimum errors 97% of employees responding were very satisfied or satisfied with payroll services 	<ul style="list-style-type: none"> Payroll is sometimes delayed by employees not submitting information by deadlines. Efforts will be made to communicate how important it is to meet deadlines
Purchase and implement a new security photo ID system that is integrated with Banner	<ul style="list-style-type: none"> A new ID system was purchased and integrated with Banner in FY 13 	<ul style="list-style-type: none"> The new system reduces typographical errors and the time it takes to make an ID
The fixed assets and inventory records and functions will be moved to the Banner Fixed Assets module in FY 13.	<ul style="list-style-type: none"> This change did not occur in FY 13 	<ul style="list-style-type: none"> This change will be made in FY 14 and the College will discontinue the use of the SBTCE AIMS system in FY 14
Changes will be made to College inventory and surplus property procedures as a result	<ul style="list-style-type: none"> As new procedures have been issued by the State Office, they have been 	<ul style="list-style-type: none"> The College's procedures will be reviewed during the implementation of

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
of revised SBTCE policy and procedures approved in July 2012.	implemented by the College	Banner Fixed Assets in FY 14 to determine if other changes should be made

Goal No. 9

9. Facilitate effective planning, evaluation, and use of results for quality support services for continuous improvement

Expected Outcomes for Goal No. 9

- 9.1 Publish divisional and departmental plans of action that reflect and support the College's strategic plan and annual goals.
- 9.2 Complete EPMS process annually for all staff, ensuring they support the annual plans of action.
- 9.3 Implement the College Facilities Master Plan.
- 9.4 Comply with the Information Security Plan requirements.
- 9.5 Comply with "red flag rule" requirements and prevent identity theft.

Supports College Strategic Goal: 4(E), 5(B), 7(I), 7(J)

Supports College Annual Goal: 5

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop and complete plans of action for the division and departments by deadlines	<ul style="list-style-type: none"> Divisional and departmental plans of action completed on time for all areas 	<ul style="list-style-type: none"> Plans of action are monitored during the year and an effectiveness report is prepared at the end of the year
Review results from College surveys and other means of assessment to improve services	<ul style="list-style-type: none"> All applicable surveys, evaluations, and reports were reviewed for feedback on Business Affairs Division services as documented in this AER and the individual department AERs 	<ul style="list-style-type: none"> Most results were positive, but any negative comments were reviewed and assessed
Activate the Community of Practice for Strategic Planning for the ILT department to	<ul style="list-style-type: none"> Approval has been received from Dr. Timothy Chester to use his survey 	<ul style="list-style-type: none"> The Community of Practice (CoP) for Strategic Planning will be

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
conduct a quantitative and qualitative survey of current and future service needs using the TechQual+ framework and develop a multi-year strategic direction for the department from the results.	in a standalone environment. Dr. Chester has also offered the use of his tabulation software	convened in the Fall 2013
Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results.	<ul style="list-style-type: none"> • Divisional and departmental effectiveness reports were completed on time showing out-comes and use of results 	<ul style="list-style-type: none"> • Effectiveness reports are used in developing the following year's plans of actions
Prepare EPMS documents for all employees by deadlines	<ul style="list-style-type: none"> • EPMS documents prepared and submitted for all Business Affairs employees by deadline 	<ul style="list-style-type: none"> • Objectives for individual employees are tied to departmental plans of action
Ensure that the College capital plan and budget reflects the priorities of the facilities master plan as resources allow.	<ul style="list-style-type: none"> • The facilities master plan was used in developing the annual capital plan and budget • The AMTTC renovation project was not part of the master plan, as it was a need that was identified in the past couple of years with the announcement of Continental Tire, a new industry in the area 	<ul style="list-style-type: none"> • The facilities master plan will be reviewed annually and adjusted if needed, and used as a basis for planning of large capital projects
Update and monitor the Information Security Plan.	<ul style="list-style-type: none"> • This plan was not updated in FY 13. The current plan was issued for FY 05-06 • Findings from a recent Security Assessment were presented to the Executive Leadership Team with a prioritized list of high risk areas and safeguards to implement to reduce the risk. The College provided funding for several new security 	<ul style="list-style-type: none"> • Results from the security assessment were used in submitted budget and equipment requests for FY 14 • The Information Security Team will continue to assess and update the Information Security Plan in FY 14

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	features as a result	
Update and monitor the identity theft program.	<ul style="list-style-type: none"> • Cashiers are trained to look for signs of identity theft or fraud when handling student payments 	<ul style="list-style-type: none"> • Training will be provided annually • The Identity Theft Program and Directive will be updated and published in FY 14
Participate in the QEP topic research team.	<ul style="list-style-type: none"> • After 8 months of discussions, the QEP Top Research Team has narrowed the themes to 3: retention, communication, and academic preparedness. 	<ul style="list-style-type: none"> • Each member of the team self-elected into 1 of the 3 topics. Each subgroup is now working on a presentation to propose an area for development for the QEP topic 2015

Student Affairs 2012-2013 Annual Effectiveness Report

Division Purpose/Mission: Student Affairs strives to provide professional and exceptional customer service to all students in a friendly atmosphere to facilitate personal and professional growth of students. We are committed to the success of students by offering services through Admissions and Records, Counseling and Career Services, Advisement and Registration, Testing, and Financial Services, regardless of location. We promote open and confidential communication to ensure trust and integrity. Our innovative services empower students as they prepare for the future.

Goal No. 1

1. Maintain strong partnerships with secondary schools, high school students, and parents through collaborative efforts focused on college readiness, Scholars Program, and post-secondary transition.

Expected Outcome for Goal No. 1

- 1.1 High school students, parents, faculty, and staff will be better informed on the benefits of attending CCTC.
- 1.2 The number of high school graduates attending CCTC during the year following graduation will increase by 2% compared to Fall 2011.
- 1.3 High school students will participate in test preparation sessions and college readiness workshops.
- 1.4 Staff will continue to promote the Scholars Program to parents and current tenth grade students.
- 1.5 Financial Aid Shopping Sheet will be made available to prospective students and parents as part of the Principles of Excellence and transparency requirements of USDOE.

Supports College Strategic Goal: 2

Supports College Annual Goal: 2

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Identify new avenues for recruitment in local high schools; expand efforts to Thomas Sumter Academy.	<p>Sponsored athletic programs at 8 area high schools, held information sessions for identified IET programs at Lakewood HS, visited 8 private and charter schools.</p> <p>Made 296 High School Counselor and Career Specialist contacts through</p>	<p>Continue athletic sponsorships if budget allows.</p> <p>Increase visibility at private and charter schools.</p>

	<p>Recruitment Office.</p> <p>4 visits to Thomas Sumter Academy and 58 students tested for Dual Enrollment.</p> <p>Documentation: Recruiter Reports, Sponsorship Expenditures</p>	
Increase recruit visits and presentations to high schools and community groups by 5%.	<p>160 total visits resulting in 120% increase. (AY 2011-2012 72 total visits.</p> <p>Documentation: Recruiter Reports, Banner RECR Module</p>	Increase recruit visits and presentations by 5%.
Host annual Counselors' Breakfast.	<p>Counselors' Breakfast held January 25, 2013. 26 counselors attended. Overall satisfaction rate of 100% (Excellent 91%, Good 9%).</p> <p>Documentation: Sign in sheets and Evaluations</p>	Increase counselor participation; evaluate to determine best semester to host and appropriate format.
Utilize reports from Banner Recruit to conduct targeted mailings and call campaigns to high school students.	<p>Utilized reports to contact 2,818 students by phone, email and limited mailings; resulted in 14% Admitted from Tested Not Admitted Report* and 28% Admitted from ACT/SAT Report. <i>*Report data may include High School students tested for Dual Enrollment.</i></p> <p>Additional contacts entered in the database for use of reports: 298 Campus Explorers; 1,097 Contact Cards; 336 FASFA Not Admitted.</p> <p>Documentation: Recruiter reports, Banner Recruit module, Argos Reports</p>	<p>Continue to contact prospects and increase admissions by 3%.</p> <p>Update Argos Report to provide admitted data for FASFA Not Admitted. Update Contact Codes to include FASFA Not Admitted.</p>
Increase the use of social	Increased use of Facebook to	Continue use of social media

media to promote CCTC to high school students.	<p>post financial aid information; Fall, Spring and Summer registration dates; educational and inspirational quotes; general questions answered.</p> <p>Documentation: Recruiter reports and Facebook page</p>	as part of the overall recruitment plan.
Participate in Financial Aid Nights at local high schools.	<p>Participated in 8 FA nights at Lee Central High, Sumter High, East Clarendon High, Manning High, Lugoff-Elgin High, Crestwood High, North Central High, Camden High.</p> <p>Documentation: Emails from high school guidance counselors and recruiters; recruiter reports</p>	Contact High School Counselors and coordinate presentations between Financial Aid and Recruitment departments. Identify effective means of marketing to increase participation.
Host College Goal SC in conjunction with USC-Sumter and Morris College to promote FAFSA completion to high school seniors and parents.	<p>Hosted College Goal SC February 23, 2013. 5 contact cards received by recruiters. Volunteers: 20 Attendees: 30 (12 students) Senior HS Students: 10 Completed FAFSA: 7 All FAFSAs contained CCTC School Code.</p> <p>College Goal format was used as a template for Money Mondays to help continuing students with FAFSAs.</p> <p>Documentation: College Goal marketing materials; e-mail correspondence with Commission on Higher Education, Sign-In Sheets</p>	Continue to host College Goal SC; increase participation through improved marketing.
Establish Advisory Committee for Secondary Programs consisting of secondary school system personnel and CCTC grant staff.	Established Advisory Committee consisting of secondary school counselors and program staff.	Continue meetings of Advisory Committee to make improvements to services for high school students.

	Documentation: Advisory Committee Meeting Minutes	
Increase enrollment of low-income Black American high school students through Secondary Program initiatives focused on college readiness and post-secondary transitions.	<p>Offered Test Prep sessions to 325 students preparing to take Asset placement test for Dual Enrollment; administered Asset placement test on site to 1,470 students at local high schools; conducted 3 “Getting College Right” workshops for area high schools; presented 9 workshops focused on Time Management, Financial Aid, and Study Skills.</p> <p>Documentation: Session Sign-In Sheets; Student Scantrons and Test Score Spreadsheet; Workshop Sign-In Sheets</p>	Continue to promote benefits of Test Prep sessions; administer placement test to high school students; offer specialized workshops to increase college readiness of high school students.
Provide activities for tenth graders as part of the Scholars Program.	<p>Distributed information pertaining to Scholars Program via Guidance Counselors and informational sessions at 10 targeted schools; Secondary Programs and Retention Director visited each school twice during academic year to discuss Scholars Program; distributed information through various recruitment events and outreach locations.</p> <p>Documentation: Meeting notes from Guidance Counselor visits; recruiter reports, and Outreach Campuses/Sites displays</p>	Increase Public Relations efforts as 2015 approaches to ensure the Scholars Program is a viable option for high school students and parents. Identify specific activities for high school juniors during 2013-14 academic year.
Promote the AA and AS University Transfer programs as well as “Bridge” programs to all prospective students.	Promoted AA and AS University Transfer and “Bridge” programs during 160 recruitment visits; promoted programs through admissions process.	Continue promotion of programs.

	Documentation: Recruiter reports; University Transfer and Bridge Program Brochures	
Maintain strong working partnerships with ADA high school personnel to ease transition of students with disabilities.	Communicated with special needs high school personnel through emails and distribution of Disability Services flyers; coordinated <i>Tips on Transitioning from High School to College</i> workshop for school district personnel. Documentation: Emails sent to special needs high school personnel; Disability Services flyer; Sign in Sheets; PowerPoint presentation	Continue ongoing communication with school district personnel and provide local area high schools ADA information to increase awareness of disability services at CCTC.
Develop and make available the Financial Aid Shopping Sheet to be used for the 13-14 academic year.	Developed Financial Aid Shopping Sheet which replaced Award Notice. All required DOE school information included and accessible to students online. Documentation: E-mail correspondence with IT department. Online access to PDF and HTML versions of Shopping sheet from CCTC website	Add a 'How To' on understanding the Shopping Sheet to improve understanding of awards and costs.

Goal No. 2

2. Increase the College's opening enrollment by 3% by Fall 2012 to serve the educational and training needs of the College's service area.

Expected Outcome for Goal No. 2

- 2.1 Military affiliated students will increase by 5%.
- 2.2 Partnerships will be developed with faith community and community organizations and at least 5 events will be held.
- 2.3 Improved system for Web Prospects will be implemented.
- 2.4 A new approach for "Open House" activities will be identified.

- 2.5 Enrollment at Outreach Locations will increase by 5%.
- 2.6 Recruitment approach for Adult Education and SC Works will be defined and implemented.
- 2.7 Promotion of various scholarship opportunities, educational fee waivers, and federal and state assistance will increase enrollment of targeted populations.
- 2.8 Partnerships between departments will be developed to increase contact with students who complete FAFSAs but do not complete the admissions and registration process.
- 2.9 Improved system for pending applications and admissions process will be implemented at all campus locations.

Supports College Strategic Goal: 7

Supports College Annual Goal: 4

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Increase enrollment of military affiliated students by 5% via recruitment events, targeted mailings, promotion of Patriot Scholarship, and the development of new scheduling options for Shaw AFB.	<p>Coordinated recruitment efforts with on-base colleges; utilized various marketing methods; conducted presentations at Airmen's Family Readiness Center; realigned CCAF awards given by college to better match peer college awards; attended all ALS and CCAF graduations; improved admissions process for military students enrolled in CCAF.</p> <p>Awarded 26 Patriot Scholarships in the amount of \$22,213. Expanded scholarship program for Summer Term to include Active Duty Military in response to temporary loss of TA Funds.</p> <p>Accessed GoArmy and contacted 43 prospects.</p> <p>Reconfigured testing setup and improved promotion of testing at Base Ed Center; led to a 28% increase in test administration.</p>	<p>Continue participating in partnered and independent recruitment activities; participate in military graduations and promotions; identify ways for the College to continue to be Military-Friendly; work with Academic Affairs to offer courses at Base Ed once DOE approval received; continue use of GoArmy to identify potential students for admissions.</p> <p>Increase enrollment of military affiliated students by 5%.</p>

	<p>25% increase in Active Duty Military and Military Dependent enrollment for AY12/13 enrollment. Unduplicated Active Duty and Military Dependent Enrollment - AY11/12 <u>402</u> and AY12/13 <u>503</u></p> <p>Documentation: Recruitment Report; Military Enrollment Report; Patriot Scholarship Spreadsheet; Testing Sign-In</p>	
Develop partnerships with faith and community agencies and schedule at least 5 events.	<p>Participated in 5 events for local churches and faith organizations; participated in 20 community agency events; served on Greater Sumter Chamber of Commerce Education Committee.</p> <p>Documentation: Recruiter Reports</p>	Continue to build partnerships and create additional opportunities with the faith-based community in all counties; increase community agency event participation by 5%; continue participation on Education Committee's subcommittee to develop a strategy to implement workplace soft skills and etiquette program for high school students.
Develop a comprehensive approach to Web Prospects and increase the percentage of prospects that become students by 25%.	<p>Developed procedure for processing Web prospects. 180 Web Prospects resulted in 40 admitted, representing 44.4% increase. Increase attributed to web inquiry link being moved to a more easily accessible location.</p> <p>Documentation: Banner SRTPURG Report</p>	Increase Web prospects admitted and enrolled by 25%.
Identify and implement a new approach for Open House activities.	<p>Hosted "Come See Me Day" March 13 & 14, 2013. 361 students attended.</p> <p>Participated in Industrial and Engineering Technology</p>	Continue collaboration between divisions to conduct "Come See Me Day" and the specialized recruitment events.

	<p>Division Tour of Technology event for high school students.</p> <p>Documentation: Recruit Report, Sign-in sheets, agendas, pictures</p>	
<p>Develop strong recruitment plans for Lee County Site and F.E. Dubose Campus to increase enrollment at each by 5%.</p>	<p>Conducted targeted mailings, telephone campaigns, committee participation, and outreach efforts at apartment communities, churches, and Relay for Life.</p> <p>2012-2013 Benchmark not met at FE Dubose Campus or Lee County Site. FE Dubose 24.8% Decrease (Enrollment AY 2011- 627; AY 2012- 471) Lee 16.8% Decrease (Enrollment AY 2011- 172; AY 2012- 143)</p> <p>Documentation: Mailing materials; Outreach Enrollment Report</p>	<p>Continue to identify potential opportunities for outreach and promotion to increase enrollment at the campuses. Increase enrollment by 3%.</p>
<p>Develop recruitment plan specific to Adult Education Centers and SC Works in each county.</p>	<p>Met with Adult Ed Directors and Transition Specialist at county Adult Ed Centers; made 30 recruit visits and presentations to Adult Ed Centers; attended monthly meetings; sponsored breakfast.</p> <p>Provided 31 ASSET Placement tests for Sumter and Kershaw Adult Ed and 34 COMPASS tests for Clarendon Adult Ed; provided WorkKeys testing to 13 Kershaw County scWorks clients; provided ASSET Testing, Career Assessment, and tours for 5 Sumter REWARDS Program participants.</p>	<p>Continue visits and partnerships for placement testing, presentations, and events.</p>

	<p>Revised Adult Ed Referral, Collaborative Agreement and Consent to Release Information forms.</p> <p>Documentation: Recruit Reports; Testing Center Report</p>	
Promote and manage the IET and Patriot Scholarship programs, Educational Fee Waivers, and federal and state assistance programs.	<p>88% of CCTC students enrolled in Fall 2012 accepted financial aid.</p> <p>Developed mailing targeting LIFE eligible high school students to promote LIFE Scholarship.</p> <p>Awarded 72 IET scholarships in the amount of \$106,459.</p> <p>Awarded \$17,014 in EFWs through the Financial Aid Office.</p> <p>Awarded 26 Patriot Scholarships in the amount of \$22,213.</p> <p>Documentation: Argos Report FA_051 Students Awards Cover Tuition; IET Scholarship Records, EFW Records, LIFE Postcard; PATRIOT Scholarship records</p>	Promote LIFE Scholarship to incoming freshmen to increase the number of students with full tuition coverage; develop communication for students with available aid for summer to increase summer enrollment; continue to process IET scholarships and EFWs as budget allows.
Increase the number of TRiO students receiving Rotary Scholarships to reduce financial burden and improve retention.	<p>2011-12: 7 students awarded 2012-13: 8 students awarded</p> <p>Documentation: TRiO Student Files</p>	Continue to assist students in supplying scholarships to students who qualify.
Coordinate communications efforts and recruitment strategies between Financial Aid Office, Admissions	Collaborated between departments to host College Goal SC; Money Mondays were promoted to students;	Promote "Free-tuition" opportunities such as Pell, Lottery, and LIFE Scholarship earlier.

Office, and Recruitment Office to increase contact with students completing FAFSAs.	<p>300+ LIFE Postcards were sent and 50 LIFE Posters were hung in the 4-county high schools; automated calls were made to students who completed a FAFSA but did not register or were missing information needed to process FAFSAs; recruiters contacted FAFSA Not Admitted prospects.</p> <p>Documentation: Money Mondays flyers and sign-in sheets; College Goal Flyers and Banners; E-mail correspondence with Commission on Higher Education; Sign-In Sheet for CG; LIFE Postcards and posters; E-mail to 3.0 GPA students from high schools; call campaign records</p>	
Explore Banner capabilities to improve pending application and admissions processes and utilize auto call system.	<p>Coordinated with ILT in developing an Argos report to track number of admitted and registered from pending applicant report.</p> <p>Fall 2012- 54% of 2,781 pending applicants were admitted; Spring 2013- 51% of 1,435 pending applicants were admitted.</p> <p>Documentation: Pending Applicants and Pending Admitted Reports</p>	Explore strategies to increase the percentages of pending applicants admitted each semester using 2012-13 data as baseline.
Develop “Ask Me” channel to be housed on website.	Began exploration of “Ask Me” channel with ILT staff. Due to ILT staff turnover task was not completed.	Work with new ILT staff to develop channel.

Goal No. 3

3. Support teaching and learning in a technology-based environment and integrate workplace readiness into the curriculum to engage students from diverse backgrounds and improve student success.

Expected Outcome for Goal No. 3

- 3.1 A *Career Success Program Certificate* will be implemented.
- 3.2 Technology resources located in the Career Services Center will be marketed to faculty and current students.
- 3.2 Presentations focused on workplace readiness will be conducted in appropriate courses.
- 3.3 Technology skills of targeted student populations will improve through the use of Laptop/iPad Lending Programs and interactive application based technology sessions.
- 3.4 Increased support services will be provided to students at all locations.
- 3.5 Consistency of services will be provided at all locations and best practices will be identified.
- 3.6 Online workshops will be provided to students.
- 3.7 Degree Works will be fully implemented in collaboration with Academic Affairs.
- 3.8 All college transcripts will be scanned and indexed for access by appropriate staff and faculty.
- 3.9 Students will learn financial management strategies including default aversion.

Supports College Strategic Goal: 4

Supports College Annual Goal: 1

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Implement a <i>Career Success Program Certificate</i> focused on pre-employment skills.	Awarded 20 Career Success Program Certificates. Documentation: Copy of Career Success Certificates; Flyers.	Continue to collaborate with faculty and market <i>Career Success Program Certificate</i> .
Promote Perfect Interview, College Central, and other technology resources to faculty and students. Increase number of interviews conducted online and face-to-face.	Distributed Career Services Web Cards in Career Services Center and during presentations; posted promotional flyers. Number of students impacted from 08/01/2012-5/09/2013: *220 students had a resume reviewed for a 55% increase. * 247 students have registered for Perfect Interview.	Use current promotional strategies to inform students of on-line career tools; use tracking devices to determine Career Services usage and market career services to faculty and students; increase marketing of College Central to increase number of students registered.

	<p>* 347 students registered on College Central for a decrease of 1.19%.</p> <p>* 67 signed-in for career assessments.</p> <p>* 84 signed-in for resume assistance.</p> <p>* 42 signed-in for interview assistance.</p> <p>Documentation: Career Services Web Cards, Flyers, and Slides Included in Presentations; CSC Sign-In Sheets; College Central and Perfect Interview Reports</p>	
Collaborate with faculty to conduct presentations on workplace readiness skills in appropriate courses.	<p>Collected data from 8/01/2012-5/9/2013 indicated:</p> <p>* 67 students signed-in for career planning.</p> <p>* 34 presentations were made.</p> <p>* 8 College-Wide workshops were offered.</p> <p>Documentation: CSC Sign-In Sheets and List of College-Wide Workshops and Classroom Presentations</p>	Offer career assessments, college-wide workshops, and classroom presentations.
Increase use of Laptop/iPad Lending Program by MIM, AIM, PBI, and other targeted groups of students to improve technology skills.	<p>Loaned laptops and tablets to students in specialized programs to improve technology skills.</p> <p>Documentation: Contract and Evaluations</p>	Continue laptop and tablet lending programs.
Collaborate with Library staff to ensure interactive technology sessions are offered and well attended.	<p>125 literacy sessions were offered through the Library utilizing the Smart Classroom equipment and 6 sessions were offered in conjunction with the Tablet Lending Technology Program.</p> <p>Documentation: Technology</p>	The literacy sessions, in conjunction with technology sessions, will continue to focus on enhancing students' technological skills so they are able to adequately compete in the workforce.

	sessions Sign In Sheets; documentation of Literacy sessions provided by Library Staff	
Increase services provided by Men in Motion Program and TRiO SSS at outreach locations.	Conducted MIM and TRiO presentations at outreach locations. Documentation: Presentation Schedule	Identify ways for specialized programs to offer more services at outreach locations; scheduled times for visits to outreach locations will be established.
Provide online workshops to students using various means of technology to increase workshop participation.	This goal was not accomplished during the 2012-13 AY. Documentation: None	Investigate the feasibility of this goal during the 2013-2014 AY. Revise online version of New Student Orientation to increase participation.
Assist with the implementation of Degree Works to improve academic advisement. Assist with advisement training for new faculty.	Assisted with implementation of Degree Works; coordinated annual admissions, financial aid, and Degree Works advisement training to Admissions counselors in January 2013; Degree Works audits were completed on TRiO students during completion of IEPs. Documentation: Sign in Sheet, Agenda, training PowerPoint and Evaluation Summary; TRiO Students' Files	Continue using Degree Works to ensure accurate advisement of students.
Complete scanning and indexing project for college transcripts.	Completed scanning and indexing project for college transcripts. Documentation: Scanned transcripts in Banner	Continue scanning incoming transcripts to improve efficiency and effectiveness of admissions and advisement process.
Increase default management efforts to increase student awareness of loan default issues and to improve financial management skills.	Implemented Repayment Calculator which resulted in better counseling on loan risks to students and in students submitting lower loan request amounts.	Continue to be transparent with students on changes in loan regulations; ensure FA Counselors understand their effect on Default Rate; include new information pertaining to

	Documentation: Loan Applications. Repayment Calculators	the 150% Subsidized Limit enacted by DOE July 1, 2013.
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Goal No. 4

4. Support graduation and program completion by providing easy access to applications and services.

Expected Outcome for Goal No. 4

- 4.1 Online graduation application will be promoted as primary means of completing a PCA
- 4.2 New online Graduation Survey will be developed and promoted to students.
- 4.3 Student Progress Plans will be utilized to ensure students stay on track for program completion, graduation, and continued financial aid funding.
- 4.4 Extensive counseling and tutoring services will be provided by the TRiO program.
- 4.5 Student Learning Center will provide expanded academic support to students and faculty.
- 4.6 Collaboration between Admissions and Career and Learning Services will occur to identify and implement improved services for change of programs and suspension students.

Supports College Strategic Goal: __5__

Supports College Annual Goal: __3__

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Market online graduation application process and only accept paper PCAs when necessary.	Collaborated with Public Relations to create online graduation application flyers, plasma announcements, and MyCCTC announcements. Number of paper PCAs accepted: 176 out of 584. Documentation: flyers, paper PCAs, and online PCA.	Promote and adhere to graduation application deadline to improve timeliness of creation of graduation program. Continue to market appropriately to reduce the number of paper applications.
Develop and implement a new online Graduation Survey.	Developed, implemented, and collaborated with Public Relations on marketing the online Graduation Survey.	Collaborate with VPs for Academic Affairs and Administration and Planning to determine if graduation survey results are being

	Documentation: Flyers; online Graduation Survey	utilized.
Collaborate with Academic Affairs to develop and implement Student Progress Plans for students not meeting SAP for financial aid; process will promote connections between students and advisors.	Developed and implemented Student Progress Plans (SPP); sent SPP requests to 586 students; 260 students submitted SPPs by Spring 2013 deadline. 4% reduction in suspensions after initial SPP semester and an additional 2% reduction after the spring semester. Did not track SPP results for Fall 2012. Documentation: SAP Argos Report; Student Progress Plan forms; FA Statistics Excel Spreadsheet	Continue to collaborate with Academic Affairs to improve process and share data on success of process.
Provide extensive academic counseling and tutoring services to TRiO participants to increase graduation rates; aggressively promote tutoring services to significantly increase participation by TRiO students.	Advised each student on services available from the TRiO tutoring center as well as the college tutoring center; of the 21 students with GPAs below 2.0, ten received tutoring services from TRiO or the tutoring center. Obtained 48% graduation rate for 2008 TRiO cohort. Documentation: Counselors' contacts; tutoring schedule book in both TRiO and the Tutoring Center	Continue to promote tutoring services to ensure success of students and increased graduation rates.
Identify new methods of providing tutoring services through the Student Learning Center.	Utilized a variety of marketing strategies to promote tutoring; focused on instructor encouragement and tutor visibility; offered specialized workshops; implemented electronic scheduling and on-going standing appointments to facilitate ease of scheduling and encourage participation.	Continue to identify best methods for providing tutoring services.

	<p>201210: 1766* students tutored, an increase of 661% over previous fall. 201220: 2069* students tutored, an increase of 1117% over previous spring. <i>*Duplicated Headcount</i></p> <p>Provided an imbedded tutor for most CPT 102 classes on Main Campus.</p> <p>Documentation: Evaluation of Number of Students Reached; Grade and Overall Success Ratings (ABC) for All CPT 102 in Fall and Spring Semesters; workshop schedule</p>	
Career and Learning Services will complete Change of Programs and Return from Suspension counseling sessions for identified students.	<p>Readmitted and returned 49 students from suspension and processed 30 third-time program changes.</p> <p>Documentation: Change of Program and Return from Suspension Data; Program Plans and Guides; K Drive Data Sheet</p>	Readmit, return students from suspension, and change programs for students who have already had two changes after providing career counseling.

Goal No. 5

5. Expand student life programs, events, and services to increase student life experiences and opportunities for students.

Expected Outcome for Goal No. 5

- 5.1 Students will have access to quality programs and services which will help them to develop personally and professionally.
- 5.2 The number of student organizations will increase by two during the 2012-13 academic year.
- 5.3 The feasibility of a Veterans Resource Center will be investigated.
- 5.4 Membership in existing clubs and organizations will increase.

Supports College Strategic Goal: 5

Supports College Annual Goal: 8

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Establish a Student Veterans Association.	<p>Established SVA in January 2013 to better serve veteran students. Spring 2013: 22 SVA members.</p> <p>Documentation: Request to Organize form, By Laws, Sign in Sheets; SVA Survey; Minutes from Meetings</p>	Work collaboratively with SVA advisor to effectively manage SVA; coordinate meetings and SVA activities.
Establish a Student Government Association.	<p>Explored establishing Student Government Association Spring 2013.</p> <p>Documentation: Two Completed SGA Applications</p>	Due to low student interest, establishing a Student Government Association is not feasible at this time.
Encourage creation of additional clubs or organizations on campus and increase membership in existing clubs through aggressive marketing and improved communications.	<p>Created two new organizations: SVA and Gospel Choir; created and managed web based Student Life calendar; promoted Student Life events using social media; conducted 4 Student Life presentations; offered 67 events (increase of 18) for academic year; created Student Life survey in myCCTC to explore implementing student-driven initiatives and activities.</p> <p>Documentation: Student Organization files; Web based calendar and social media postings of events; Student Life presentations; interest cards; Student Life Survey</p>	Continue to promote Student Life and implement new activities and learning opportunities based on Student Life survey results.
Research and develop a plan to establish a Veterans Resource Center.	Researched Veterans Resource Centers at educational institutions; developed plan for CCTC VRC; began	Complete development of VRC and open Fall 2013.

	<p>establishing center and developed marketing materials.</p> <p>Documentation: VRC plans; meeting minutes; VRC Center in M110</p>	
<p>Market available student support resources to Special Populations Program participants; participation in club activities will count towards program requirements.</p>	<p>Coordinated Career Services planning workshop for Special Populations in January 2013; monitored job placement for 2012 program graduates: Number of Special Populations graduates employed: 17 out of 28, 3 out of 28 relocated out of the area, and 5 out of 28 continued their education; coordinated Special Populations Program book donation drive during May 2013 orientations and received 12 donated books.</p> <p>Documentation: Sign in Sheets, PowerPoint presentations and evaluation summary; Special Populations Program Job Placement Report; Emails sent to Special Populations Program participants</p>	<p>Continue to coordinate workshops on availability of student support resources, provide employment services as needed. Continue book donation project.</p>
<p>Host CentralFest and Centralbration; coordinate new events/projects to be conducted by clubs and organizations.</p>	<p>Coordinated and hosted CentralFEST September 2012 and Centralbration March 2013; coordinated National Student Day Fundraiser, Breast Cancer Awareness Event, and Black History Month events.</p> <p>Documentation: Event flyers and photos; Student Life calendar</p>	<p>Continue to host student appreciation events during the Fall and Spring semesters. Host 3 new Student Life events for the Fall and Spring semesters.</p>
<p>Host Constitution Day event.</p>	<p>Held Voter Registration Drive; over 50 students</p>	<p>Hold Voter Registration Drive and increase number of</p>

	completed a Voter Registration Application. Documentation: Sign-up sheet; voter registration forms	applications received.
Conduct a Veteran Recognition Event to celebrate Veterans' Day.	Worked with Public Relations to show a Veterans Appreciation message. Documentation: E-mail correspondence with Public Relations office	Conduct event through collaboration between SVA and VA Representative.
Provide opportunity for students to participate in LTA Rally.	Coordinated attendance of 4 students at the LTA Rally in January 2013. Documentation: Student release forms; E-mail correspondence with LTA Rally coordinator	Participate in LTA activities coordinated by System Office.

Goal No. 6

6. Develop and implement retention initiatives focused on targeted populations and the First Year Experience to positively affect fall-to-fall student retention and support program completion.

Expected Outcome for Goal No. 6

- 6.1 Retention initiatives conducted through Secondary Programs and Retention will increase retention rates of first year students.
6.2 Persistence rates of low-income, Black American and high-need students will increase through support programs and activities.
6.3 Communication between students participating in the ACT Program and instructors will increase.
6.4 Specialized programs will be provided to targeted populations to improve personal and academic skills.

Supports College Strategic Goal: 5

Supports College Annual Goal: 14

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Establish a Student Retention	Formed 11 member Student	Develop a Strategic plan

Committee focused on the First Year Experience; develop mission statement.	Intervention Retention Committee (SIRC) comprised of Academic Affairs and Student Affairs department personnel. Committee met bi-monthly during academic year. Documentation: Committee meeting minutes	focused on increasing the retention rate of first year students.
Conduct call campaigns to new students each semester.	Call campaign to first-time freshmen conducted by ACT Coordinator; call campaigns conducted to follow up with students signed up for specialized programs but not actively participating. Documentation: Call Logs and Student Files	Continue call campaigns to first-time freshmen and specialized program participants.
Develop and implement the ACT Program to serve first year students and enroll 100 students during the year.	Developed and implemented ACT program and enrolled required number of participants. Documentation: ACT Program Files	Continue promoting the ACT program and provide services to program participants.
Collaborate with Academic Affairs to develop Student Performance Feedback (Early Alert) system for ACT and MIM participants.	Developed paper based Early Alert system based upon recommendations from Academic Affairs and Student Affairs departments. Sent student assessment information to first time MIM students and faculty in 201210. Documentation: Copies of submitted forms from faculty; electronic documents verifying distribution of form to faculty; instructions for students and faculty; Assessment Form	Determine best approach for Early Alert system for upcoming academic year.

Provide Men in Motion participants a variety of sessions focused on life skills, pre-employment and soft skills, and academic support.	Held two Skills for Life workshops each semester; implemented MIM Leadership team and held three meetings; provided leadership training opportunity to MIM students. Documentation: Sign-In sheets and evaluations of workshops; Leadership Team meeting materials; conference materials	Review various resources to determine which soft skills/character materials will be used in 2013-14; hold at least two workshops per semester.
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Goal No. 7

7. Increase average faculty and staff salaries in order to remain competitive, attract qualified staff, and provide high-quality professional development opportunities to all student services staff members.

Expected Outcome for Goal No. 7

- 7.1 Qualified, diverse staff members with expertise in student services will be hired.
7.2 Salaries will be reviewed to ensure competitive wages.
7.3 Professional development opportunities will be provided to all staff members being mindful of budgetary constraints and individual needs.

Supports College Strategic Goal: 6

Supports College Annual Goal: 12

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Utilize appropriate resources for advertising positions for student services personnel; preferred qualifications will be experience in student services programs.	Utilized multiple resources for advertising Student Affairs positions including website, local and state papers, and professional organizations. Documentation: Job Posting materials	Continue to use multiple resources for advertising vacant positions.
Collaborate with Personnel Office to offer competitive salaries to new hires.	Collaborated with Personnel to offer competitive salaries to new hires. Documentation: Personnel	Continue to offer competitive salaries.

	Files	
Provide opportunities for professional development which are directly tied to position descriptions and obtain feedback from staff regarding opportunities for new programs and services.	<p>Provided appropriate opportunities for professional development; sought feedback from staff who attended conferences; discussed ways to implement new services.</p> <p>Documentation: PDP Approvals chart; meeting minutes</p>	Continue to provide appropriate PDP opportunities and obtain feedback.
Provide management training and professional development to outreach campus staff to further improve consistency of services provided at all locations.	<p>All Program Managers and Military Program Coordinator completed the College's Supervisor Training and participated in Liability Training. Staff also attended FY 13-14 Budget meeting.</p> <p>Documentation: Personnel and Business Affairs Meeting Documents.</p>	Continue providing management training and professional development to outreach campus staff to further improve consistency of services and management at all locations.
Improve the federal work study training program for student services workers.	<p>Implemented a 3-step Warning system; FWS Call Center employees were provided 2 training sessions and individual reference notebooks; campus-wide FWS training was held each semester.</p> <p>12-13 FWS Employees =67; 21/67 (32%) students were working in a position directly related to their program of study representing increase of 12%.</p> <p>Documentation: Training manuals; 3-step warning sheet; sign-in sheet from FWS Training</p>	Create survey of FWS students on how to improve the experience and better prepare them for post-graduation job positions.

Goal No. 8

8. Utilize various data management systems to track programs and services and analyze data to make improvements.

Expected Outcome for Goal No. 8

- 8.1 Specialized surveys and reports will be used to determine the level of satisfaction with services and to identify areas in need of improvement.
- 8.2 Data reports will be produced by all directors each semester to analyze department efficiency and services offered.
- 8.3 Specialized program participants will be tracked in Banner and data will be used to make improvements.
- 8.4 Reports for federal and state agencies will be completed, analyzed and submitted.
- Supports College Strategic Goal: 4
- Supports College Annual Goal: 5

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review Programs and Services survey, outreach survey, student feedback cards, and workshop evaluations to improve services; ensure satisfaction rates are above 90%.	<p>Programs and Services Survey: 94% satisfaction with satellite campuses; promptness of all areas above benchmark except Admissions (89%) and Financial Aid (88%); courtesy of all areas above benchmark; accuracy of all areas above benchmark; all feedback cards received were positive.</p> <p>Workshop evaluations were reviewed and summarized; changes were made to workshops for SLOs not met.</p> <p>Documentation: Programs and Services Survey; Feedback Cards; Workshop Summaries</p>	Identify ways to improve efficiency in Admissions and Financial aid to provide prompt service to students. Ensure adequate staffing at all times so student needs are met in a timely manner.
Review CCSSE to identify areas of improvement needed for student support and student engagement.	Review of CCSSE responses showed good financial support of students; helpful, courteous, and flexible staff rating of 89%; use of financial aid advising 71% with 78% satisfaction rate; career services and job placement	Actively market Career Services, Job Placement assistance, and Student Life opportunities to increase awareness of services and opportunities available to students. Use results of Student Life survey to identify

	<p>assistance underutilized; participation in activities (34%) and satisfaction with student organizations (61%) low.</p> <p>Documentation: CCSSE Report</p>	activities of interest to students.
Data reports will be produced by <u>each director</u> at the end of the semester so trends can be analyzed and services can be improved.	<p>Data reports developed by all departments and submitted to VPSA. Data used to identify areas of improvement and to assess current practices.</p> <p>Documentation: Data Reports</p>	Continue compilation of data reports.
Identify specialized program participants (MIM, ACT) in Banner and use data to improve intervention strategies and services.	<p>Established codes for identification of MIM and ACT participants in Banner; created ARGOS reports to collect data.</p> <p>Documentation: Banner Cohorts; ARGOS reports</p>	Continue to improve reports to ensure accurate data collection and reporting.
Analyze the Financial Aid Appeals process using data in Banner and Excel; identify areas for improvement.	<p>Implemented 2 SAP Committees for more efficient processing of appeals.</p> <p>Documentation: SAP letters and published SAP deadlines</p>	Determine feasibility of two appeal deadlines beginning Fall 2013.
Collaborate with IE Coordinator to match VA data in Banner with VA data maintained in VA office.	<p>Verified number of students using Veterans' Benefits and ensured accuracy of data in Banner.</p> <p>Documentation: Veterans Argos report; Institutional Research reports</p>	Continue to ensure accurate VA data is entered into Banner.
Complete all federal and state reports as required by USDOE, CHE, and Grant Awarding Agencies.	<p>FISAP : October 2012 PPA: Updated New Locations & HigherOne PBIC APR: January 2013 PBIF APR: January 2013 TRiO APR: March 2013</p>	Review regulations to ensure all necessary information is reported on time to appropriate agencies and college remains in compliance.

	Documentation: FISAP, PPA; Grant Program APRs	
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